

RECRUITER

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page 16

ALL-AMERICAN BOWL



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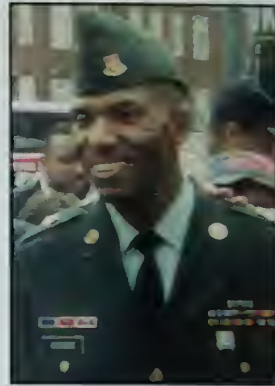
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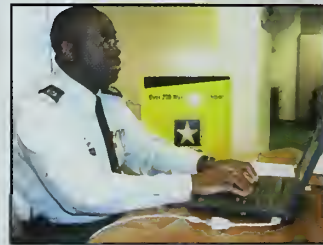


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February is Black History Mo

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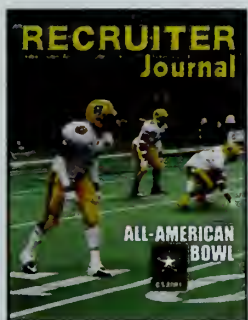
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Front cover shows the action during the All-American Bowl. (Photo by Greg Calidonna, Strategic Outreach Directorate, U.S. Army Accessions Command)

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20 Program Continues to Attract Special Forces Recruits

Less than a year ago, they were civilians. Today, because of an ongoing recruiting program, some new soldiers are earning the right to be called Green Berets.



Army Recruiters Are at the Point of the Spear

Inspirational, enlightening, and exciting is how I can best describe the recently concluded USAREC Annual Leaders Conference in Nashville, Tenn.

Much of the Army's top leadership took time to present important news and updates on transformation and the Objective Force and to heartily congratulate USAREC leaders on its third year of mission success. The Secretary of the Army, the Chief of Staff of the Army, TRADOC commander, Sergeant Major of the Army, as well as the commanding general of Accessions Command, and many others shared with us their vision of the future Army as we build the Objective Force.

Army recruiters remain steadfastly at the point of the spear for building the Objective Force. They challenge and inspire fine men and women to serve in the Army because it is important, meaningful, satisfying, and rewarding service.

In turn, USAREC leaders must remain focused on developing innovative solutions to transform business practices, structure, tactics, techniques, and procedures into new recruiting tools for recruiting the Objective Force soldier.

To assure successful USAREC transformation we must achieve greater synchronization among all the Command's elements. Equally important, we must make significant shifts away from today's tactics, techniques and procedures and progress toward designing revised processes and programs.

Some very important shifts include:

Structure of our organization. We are already reviewing a redesign at brigade and headquarters levels in order to improve our command and control structures and to more effectively organize for future requirements. Along with the redesign is a functional review and analysis to align structure with functions in order to realize a fully integrated command architecture.

Complementing this redesign is development and testing of subordinate unit configurations, such as the brilliantly designed AMEDD Task Force regional structure and the detachment concept. By aligning the command vertically and horizontally, we will realize the synergy from improved, integrated structure and processes.

Technology and Strategic Outreach Communications. Capitalizing on emerging technology as we review and redesign will transition us to an environment where we can leverage information dominance. As you know, outreach to our target market has been significantly expanded through the use of the Internet.

The GoArmy.com Web site provides today's youth with



MG Michael D. Rochelle

on-demand, real-time access to information about service to the nation through an Army enlistment. At the same time, cyber recruiters play an important role in on-demand, real-time information and they can quickly direct interested applicants to the nearest recruiting station. Added to the use of the Internet is America's Army game, which provides a way for young men and women to explore the Army's virtual soldier. It introduces them to Army schools, Army training, and Army life. What an advantage for the recruiter!

An even greater advantage for the recruiter is the expansion of high-profile strategic outreach events. Last month's Army sponsored All-American Bowl high school football game provided us an opportunity to showcase leadership and teamwork in action. This high profile event was broadcast nationwide on ESPN. These types of events meet the target audience in a manner with which they are comfortable, and in forums they frequent — a tremendous advantage in the recruiting effort.

Our newest, most thrilling outreach event is Army sponsorship in NASCAR, with the first race roaring down the track this month in Daytona, Fla. At the same time, the Army will continue its successful partnership with NHRA. High profile events such as these assist recruiters by delivering a powerful message to young men and women.

The future of recruiting in the age of technology is emerging before us. It is equally challenging and inspiring! USAREC leaders are establishing the foundation for success by embedding into our strategies and practice the flexibility to adapt to future changes. Army recruiters will always remain at the point of the spear, forming the key to achieving success in recruiting the Objective Force soldier.



DEP Sustainment Could be a Problem in FY 03

I can almost understand why commanders report to their bosses what great DEP programs they have. After all, in December we complied with the commanding general's directive to conduct a 100 percent DEP/DTP Asset Inventory and as a result separated 588. We even went on to achieve 99.5 percent of the mission. Many of us declared success!

So why is it that a brigade achieving 96 percent net and 7 percent DEP loss in December has 38 percent DEP loss (71 percent within 15 days of shipping) 14 days into RSM January? What do you think about a battalion that achieved 107 percent in December but currently sits at 33 percent net and a 35 percent DEP loss rate? How about a contract company achieving 117 percent of its mission in December with a 4.5 percent loss rate but today is 35 percent net and 39 percent DEP loss?

With six days to go in the month, USAREC has taken 1,307 DEP losses, 66 percent within 15 days of shipping. Many others have been renegotiated out of January. We are all surprised, right. After all, the last three years January losses were relatively low. It couldn't have anything to do with the quality of follow-up. We've checked ARISS and talked to subordinates. It must be a declining propensity and the uncertainty of war.

No offense, but that's kind of a naïve thought. The time in the Delayed Entry Program and the quality of follow-up are indisputably linked. Not since FY 98 have members of the DEP been in the program as long as they have today. Recall that we were contracting applicants to ship in January before FY 03 began. We haven't done that in years. Most of these young men and women have been waiting months to ship. It would have been wise for us to provide planned quality follow-up that cultivates an environment for development (i.e., soldier tasks, Army values and history, and improved physical fitness) and referrals. Yet, the reality is very few of the DEP members are providing referrals, attending DEP functions with guests in tow, and taking the soldier tasks test. The evidence is clearly there (actually it's missing) for anyone who wants to see it. The numbers are missing from the Lead Source Analysis, Mission Accomplishment Plan, DEP Log, and Station Assets Form.

When leaders report all is OK when all is not OK, then I challenge the competency of those responsible for providing accurate assessments and solid recommendations. Many of them wear chevrons and most of the senior ones have been down this road before. I warn you. FY 03 could be a disappointing year for DEP sustainment if we don't hold subordinates and ourselves to the standard. It doesn't matter who is charged with the execution of the program because it's everyone's responsibility. Let's get it fixed.



CSM Roger Leturno

As long as there is an Army, there will always be a recruiter.

I mentioned the MAP earlier. Not surprisingly, USAREC took a huge dip in work ethic over the holidays. Now that Christmas and New Year are behind us, prospecting has reached pre-holiday levels. However, this concerns me since recruiter work effort and write rates have declined in many units since 4th quarter FY 02.

It's the mission. It's so low that less work is required and therefore less work is accomplished. Emphasis on contacting ADHQ leads hasn't increased the number of appointments. All we've done is substitute one lead source for another. What lead sources are we backing out of? From my viewpoint it's college lists and SASVAB and that's criminal as it is effecting our performance in the college market. USAREC is executing a recruiter reduction plan as our Army prepares for war. We have to be serious now about planned prospecting and execution, for the future is unknown.

Last week I had the opportunity to travel with our Deputy, BG Leslie L. Fuller, to Fort Campbell, Ky. First, we stopped in on the Special Forces recruiting team. Next, we drove over to the 101st Airborne Division Headquarters. I had a meeting with the Division command sergeant major while BG Fuller visited the division DCG. Afterwards, we talked to the commander of 5th Special Forces Group. We were invited to an awards ceremony the following morning. Forty-seven Special Forces soldiers were awarded Bronze Stars for their exceptional performance in Operation Enduring Freedom. Many more had already been recognized. Having recently returned from Afghanistan, they and units of the 101st are preparing to deploy again. All of them are heroes. All of them recruited. All of them touched by an Army recruiter. What an awesome responsibility we have. Our mission is not done. It never will be. As long as there is an Army, there will always be a recruiter. Good recruiting.

What You Have Is Enough

One man remembers his grandmother's favorite saying: *"What you have is enough."*

When he was younger, he understood the words to mean that, although he may not be rich, he certainly had enough of the material things people need to survive. He had enough food to eat, enough clothes to keep him warm, enough toys and games and books with which to amuse himself. He understood that he should give thanks for the things he already had rather than focus on the things he still wanted.

As the man grew into adulthood, his grandmother's motto gained an added significance. Whenever he felt as though he weren't smart enough or strong enough or skilled enough — whenever he felt inadequate in any respect — his grandmother's words came back to him: "What you have is enough."

Like this man, we may also feel that what we have to offer is somehow lacking. It is too easy to compare ourselves unfavorably with other people. It is too easy to believe we just are not good enough. It is too easy to feel as though we have come to a party bearing gifts, only to find that our special gift looks shabby.

And yet, it should not be so.

Theodore Roosevelt, the American President who is celebrated for his energetic exploits, as well as for his political success, once observed: "Do what you can, with what you have, where you are."

We are not required to be perfect. We are not required to run a faster race or paint a better picture or build a bigger house than anyone else. We are not required to prepare a banquet for every meal or to win an election for public office. We are not required to be wittier or prettier or richer than anybody else.



Chaplain (LTC) Jim Stephen

What we have is enough.

We have enough compassion to listen when a friend tells us his problems, enough patience to answer a small child's questions more than once, enough good humor to laugh at our own mistakes. We have enough goodwill to forgive people for their shortcomings, enough courage to face our physical aches and pains, enough awareness to marvel at the changing beauty of the world around us.

And we have enough heart and energy to focus on the glorious nature of life.

Share with me your insight at James.Stephen@usarec.army.mil.

"Do what you can, with what you have, where you are."

— Theodore Roosevelt

A recruiter writes:

Suggestion on the GED(B) — The point is not to open the category to Hispanics only but to all GEDs who score 45 AFQT or better. I have seen my share of people who try up to three times to reach 50 AFQT and fall short. You say it is all geared to a quality market that is not specific.

High school and college students have difficulty passing a simple practice test. Most of those I have tested in my area score 16, 18, 22, and sometimes 26. The GEDs score as high as 71. The bar should not be lowered but adjusted so everyone has a chance to serve their country. Quality is not in the eyes of the beholder. Let's open the door for AFQT 45 or better at certain times of the year or month like we do for those HSG CAT IVs.

The Chief of Staff responds:

Thank you for your comments to "The Way I See It" program and for your discussion of lowering the Armed Forces Qualification Test score for General Educational Development applicants.

Your recommendation to adjust the AFQT requirement from 50 to 45 for all GED applicants, and not just for Hispanics, is an interesting one. However, there is no plan to lower the AFQT requirement to 45 for GED holders of Hispanic descent. The command's initiative to recruit more Hispanics has been increasingly successful without lowering the AFQT score.

Your question on what determines a quality contract is a valid one. Each year the Department of the Army sets education enlistment standards based on mission and end strength requirements. Quality is determined by the type of education credential and the test score category. The Department of Defense studies attrition rates of enlistees based on the type of credential and level of education. Studies show that GED holders fail to complete their term of service at a much higher rate than a regular high school diploma graduate. The education credential is evaluated based on the attrition rate, not on academics. Simply put a HSDG (Tier 1) is considered a quality enlistment and is placed in a higher tier classification than a GED holder (Tier 2) because of the established lower attrition of the HSDG.

The Armed Services Vocational Test Battery measures trainability of an applicant. The quality standard for TSC is to score as well or better than 50 percent (TSC I-III A) of those who take the ASVAB. Establishing a quality standard below the 50th percentile, as suggested, cannot be justified since we would have a quality mark lower than the national average.

Several studies validate the importance of a high school diploma and continuing education. As a result, our policies continue to encourage all students to stay in school and graduate. The focus of our recruiting efforts is to enlist an HSDG who scores in TSC I-III A.

Thank you for responding to "The Way I See It" program. For further information contact Brian Labashosky at DSN 536-0496 or toll free at 1-800-223-3735 ext. 6-0496 or e-mail Labashosky@usarec.army.mil.



A civilian employee writes:

On many occasions in the past, Headquarters has honored/recognized civilians who have served the Army for 30 years or more. Is there a reason as why those who have served 20 years or more are not recognized in the same manner?

I would think that 20 years would also be distinguishable — much like our military counterparts who have served 20 years plus. I also think that recognizing civilians at the 20-year anniversary would go along way in boosting morale.

The Chief of Staff responds:

Thank you for your input to the "The Way I See It" Program. In your inquiry, you referenced the importance of recognizing career Federal service for the civilian workforce.

MG Rochelle absolutely agrees with you that career service recognition is extremely important and can increase morale significantly. Our civilian employees are a valuable and integral part of the USAREC team, and they should be recognized for their dedication to the Federal government as reflected by their length of service. As such, we expect directors and commanders to conduct award ceremonies that recognize civilian employees who complete satisfactory service in five-year increments. Within Headquarters USAREC, the Commanding General hosts quarterly award ceremonies that recognize employees who have 30 or more years of service and all employees who retire regardless of length of service.

Again, thank you for responding to "The Way I See It" Program, and for bringing this important matter to my attention. For further information on civilian award policies, you may contact Rebecca Parish, USAREC Civilian Personnel Office, at 1-800-223-3735, extension 6-0186; DSN 536-0186, or e-mail at Rebecca.Parish@usarec.army.mil.

TWISI letters can be sent e-mail to TWISI@usarec.army.mil. Written comments may be mailed to ATTN RCCS CHIEF OF STAFF, COMMANDER, US ARMY RECRUITING COMMAND, 1307 THIRD AVE, FORT KNOX KY 40121-2726

Recruiter Finds Purpose in His Personal Heritage

"The soul that is within me no man can degrade."

— Frederick Douglass

By Charles Glenn, Portland Recruiting Battalion

Frederick Douglass was the 19th century's preeminent civil rights leader and the man who is credited with personally influencing Abraham Lincoln to make the abolition of slavery the Union's central purpose in the Civil War.

Douglass himself was born into slavery, and his life was an eloquent testament to what the human spirit is capable of overcoming. He eventually became a spokesperson for abolition, a statesman, a diplomat, and a recruiter for the Union Army.

More than a hundred years later, his great-great-grandson carries on this tradition. SFC Kevin Douglass Greene, a recruiter assigned to the Milwaukie, Ore., recruiting station, has been twice nominated for the Roy Wilkins Renowned Service Award.

The National Association for the Advancement of Colored People honors one member of each branch of the Armed Forces annually with the Wilkins award, and according to Greene, just the fact that he was nominated is something he is grateful for.

"I'm in some pretty good company," said Greene. "I just appreciate that someone has taken notice of some of the things I've been doing."

It would have been hard to ignore some of those things, such as being one of the central figures in the establishment of the African-American Civil War Memorial in Washington, D.C., as well as regularly being invited to speak at various colleges, schools, and conventions around the country.

Greene developed a visual historical presentation called "The Douglass Tree," which he presented to the Library of Congress. In 1996, he was selected to be the Grand Marshal and keynote speaker for the African-American Civil War Memorial Parade down Pennsylvania Avenue in Washington, D.C.

In addition to the two Roy Wilkins Award nominations, Greene is also the recipient of the NAACP's Freedom Fighter Award for his ancestor's contributions during the Civil War. Greene's great-grandfather was a soldier in the 54th Massachusetts Regiment, which was honored in the film "Glory," and his great-uncle was that unit's first sergeant major.

Aside from the achievements of his relatives, Greene has become a leader in his own right. His focus has become



SFC Kevin Greene, right, was a prominent figure at the establishment of the African-American Civil War Memorial in Washington, D.C. in 1996. Also attending was Frank Smith, left, the memorial committee chairman; and GEN Colin Powell (Ret.).

America's youth, and he continually looks for opportunities to mentor young men and women. The inspiration for his personal commitment to community service was his great-great-grandfather.

"It's hard for me to put it into words what being a relative of Frederick Douglass means," he said. "I talk a lot about what he means to me with the "Douglass Tree" presentation I give, but putting it into words is hard to do. The best way to express what he means to me is with my actions."

Those actions have included being a mentor for the Wings of Eagles program while stationed at Fort Sill, Okla., which he is particularly proud of.

His involvement with this program led to his latest project – as volunteer coach for the Herman Edwards Football Camp, which is a week-long team-building project in Southern California organized and funded by the head coach of the NFL's New York Jets.

"Herman Edwards was my neighbor growing up," said Greene. "I've been wanting to do this for years, and I finally got a chance to do it. It was a lot of fun."

The camp gave Greene the opportunity to work closely with past and present NFL stars, and he was chosen to be one of the daily motivational speakers. As a former college football player himself, it was a dream come true.

"My most important mentoring responsibility is as a father and a husband, and then there is being a recruiter, so I've had to slow down a bit over the past couple of years," he said.

Slowing down certainly doesn't mean stopping, and Greene is still invited to deliver "The Douglass Tree" to various groups.

During one of those trips, this time to a small church, Greene was introduced to a local college professor who was also a professional Frederick Douglass reenactor, complete with the dignified demeanor, dark clothes, and long hair. In an emotional meeting, the actor told Greene that he was proud of what his great-great-grandson had done with his life.

"I cried and we hugged. It was surreal," he said. "It felt like Frederick Douglass was really talking to me."

Who knows? In a way, maybe he was.

Eugene Company Experience a "First" at DEP Event

By Charles Glenn, Portland Battalion

Eugene Company's (Ore.) most recent semiannual awards luncheon for its Delayed Entry Program members accomplished a lot more than what the average DEP function is designed to do.

The typical goal of such an event is to bring DEP members together from all over the area, let them meet and socialize with some of the future soldiers they might be going through training with in the near future, and to recognize those who have excelled academically or physically during their preparation for basic training.

Eugene Company's most recent awards luncheon, held on Dec. 14, started out just like that. The guests lined up for the buffet at the Doubletree Hotel in downtown Eugene. Plaques and certificates were passed out for various achievements, such as "Iron Man" and "Iron Woman" awards for excellence in the Army Physical Fitness Test. Fourteen DEP members were given promotions. It was fairly typical, except for one small difference — the luncheon resulted in three signings within the following week, and may very well produce more in the coming months.

"One of the first things I noticed was that there was going to be more than 160 people attending this luncheon," said CPT Deborah Schneider, Eugene Company commander. "We've had as many as 80 in the past, but never as many as 160."

Schneider thinks the reason they were able to double their average turnout was due to planning and preparation.

"A lot of thought and planning went into this," she said. "Probably the most significant thing was that we sent out formal invitations, which we had never done before, but the whole thing was well-planned."

Schneider worked closely in planning the event with Eugene Company ISG Ted Lidie. They scheduled a presentation by SFC Billy Stripling, a former drill sergeant, who put on his "brown round" cover and what Schneider called a "great show" about what the DEP members can expect during basic training.

LTC Thomas Eisiminger, Portland Battalion commander, gave a presentation on Army values and Army history. "I truly believe that making them feel like part of a team that has a values system and a glorious history resulted in additional contracts. I also believe it will pay huge dividends in the ship months of January, February, and March. The timing of the DEP function to target shippers from these months was perfect."

A total of 85 of the 160 people present were DEP members. That left 30 recruiters and 41 guests. The luncheon made a huge impression on at least three of these 41 guests, including one individual who showed up, as Schneider put it, "in long hair and earrings."

"He left the luncheon, got his hair cut, came back, and filled out his packet all on the same day," said Schneider. "That was a first."

Eugene Company has been experiencing a lot of other "firsts" lately. The Eugene Company recruiters were honored at the recent battalion annual training conference for achieving mission box for the first time in as long as anyone can remember — quite an achievement considering that Eugene is a notoriously difficult market for military recruiters.

Tackling such problems with excellent leadership, superior planning, and creativity is becoming a trend in Eugene and throughout the Portland Battalion and bodes well for the future of the Army.

"We went all-out," said Schneider. "We even had Eisiminger present the awards and promotions with a photographer present."

The luncheon made a huge impression on at least one individual who showed up in long hair and earrings. "He left the luncheon, got his hair cut, came back, and filled out his packet all on the same day," said Schneider. "That was a first."

The New Recruiter Handbook

By SFC Douglas Hoeruke, Recruiting Operations

What is the purpose of the New Recruiter Handbook? This handbook provides an inprocessing checklist for the new recruiter to assist in welcoming and integrating him or her into the recruiting battalion. The new recruiter meets with the different staff departments and receives briefings regarding the services provided by that department. Inprocessing must be completed within 30 days.

The New Recruiter Program is an apprenticeship program that is designed to assist the recruiter in avoiding the pitfalls of learning by trial and error. Any of the recruiters within the recruiting station may be assigned as a coach/mentor to assist in the training of the new recruiter, (other recruiters in this program will not be used). The new recruiter must take an active role and ensure that all areas of the handbook are completed on time and as soon as possible after the training is given or interviews are conducted. The recruiter needs to place his feedback in the space provided (this is not an optional block). They should also review entries made on a regular basis, taking special interest in areas of weakness.

Also, try to have more than one person evaluate their performance by using other recruiters within the company. Another good source is the battalion master trainer and their staff. The greater the variety of knowledge that is used to train the new recruiter, the more proficient the recruiter will be in handling a situation or an objection. We have all heard from our peers and seniors, "this is what worked for me, try it. Use it if it works for you."

The new recruiter is responsible for mastering the skills that were taught at the Recruiting and Retention School. Mastery of these essential skills is fundamental in their success as an Army recruiter. Success, as defined by USAREC, is mission accomplishment. Therefore, the objective of the NRP is to ensure the new recruiter's mastery of skills that have a historical track record of being successful. As the new recruiter



USAREC Pam 350-2

Recruiter's Rank/Name: _____

RECRUITER HANDBOOK



CLT Monthly Reviews (Initials)
1st
2d
3d
4th
5th
6th
7th
8th
9th

Headquarters
United States Army Recruiting Command
Fort Knox, Kentucky 40121-2726

embarks on this nine-month training exercise, he/she must be diligent in their quest to successfully complete the program. While the NRP Handbook provides formal explanation of the task, the recruiting station commander is the primary trainer to ensure technical competence of these skills. However, in support of the program, the input from the company first sergeant regarding the selection of the mentor is also crucial. The mentor's role is to mirror the observation, training, and discussion provided by the recruiting station commander. This dual effort is one more way the NRP seeks to ensure the new recruiter has a firm grasp of the skills that produce success.

The NRP has several milestones that must be acknowledged. During the initial assessment of the NRP, it is imperative that the recruiting station commander provide an honest evaluation of all observed skills. The new recruiter's strengths and weaknesses must be thoroughly explained and annotated in the appropriate sections of the handbook.

It is important to recognize that during this initial period, most of the sessions will conclude with scheduled follow-up training for those skills which have not been mastered and the completion of a USAREC Form 967-R-E. At the onset of the program, these training sessions will be lengthy, meticulous, and humbling. Keeping the training environment constructive is essential in integrating this new member into the team. It might be helpful to use the "feel-felt-found" approach for those instances when the new recruiter is really struggling to master skills.

The third and fourth months of the NRP are designed to provide refresher training and sustainment training. Training may be conducted by the recruiting station commander, mentor, first sergeant, recruiter trainers, or the sergeant major. This area is not used to annotate a single event, but rather to annotate a collection of events and to discuss the recruiter's strengths and weaknesses.

The fifth month of the NRP is the halfway point of the program. At this point only the company first sergeant's feedback is required. The first sergeant is solely responsible to determine the fate of the new recruiter. The first sergeant will decide if the new recruiter should be terminated, continue on to the ninth month, or if actions should be initiated for relief.

Next is the sixth and seventh month evaluations, which are conducted by and in the same manner as the third and fourth month evaluation. Again, care must be made to correctly annotate the NRP Handbook and the USAREC Form 967-R-E for all refresher training.

The eighth month evaluation must be conducted by the recruiting station commander in the same manner as the third and fourth evaluations. After completing the NRP Handbook, it will be forwarded to the battalion through the company leadership team. The recruiter will be scheduled for their ninth month board. At the conclusion of the board, the new recruiter will be found to have successfully completed the NRP or be extended in the NRP.

Record of sales training — this section is where all the sales presentations that a recruiter gives will be annotated. A minimum of three presentations must be given each month. If the appointment was conducted as a house call, circle HC. You don't need to write RS and circle it.

The last section is face-to-face and telephone prospecting. Four separate entries must be completed with two of them being face-to-face each month.

In the last two sections discussed, the observer must be the mentor, trainer, or leader. These two sections are used to explain the strengths and weaknesses of each interview. These two sections should be reviewed frequently to assist in planning the refresher training requirements throughout the new recruiter program.

Bottom line — A new recruiter reports to the station wanting to be successful and part of a winning team. It is up to the station commander and chain of command to ensure that the training is provided. The new recruiter handbook is your tool to assist you in training. For more information see USAREC Pamphlet 350-2 and USAREC Regulation 25-100.

The last intent of the program is to remove soldiers deemed unsuitable for recruiting duty (see AR 601-1, Chapter 5). Hopefully, you, as a station commander, will not have to travel down this road. With proper training and use of the new recruiter program, you will minimize the new recruiter's chances of becoming a failure in the toughest job in the Army, and you will mentor him or her into conversion to 79R within 36 short months.

Inprocessing Checklist

General

Recruiter will be issued handbook by the Rctg Bn CSM, MT, or operations NCO. Receive an inprocessing orientation with key commanders within 30 days after signing in to the Rctg Co.

The Rctg Bn commander will brief the recruiter on:

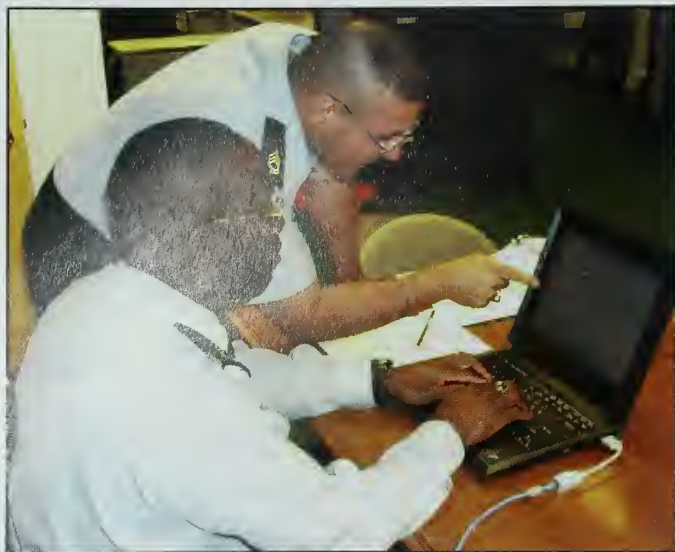
- Mission and goals of USAREC, Rctg Bde, and Rctg Bn.
- Mission and goals of the MEPS.
- Rctg Bn boundaries.
- Chain of command.
- Open-door policy.
- Recruiting impropriety (USAREC Reg 601-45).
- Discuss and complete the statement of understanding.
- Sexual harassment policy.

The Rctg Co commander will brief on and complete the following tasks:

- Mission and goals of the Rctg Co.
- Priority of Grad and Senior I-III A.
- Rctg Co boundaries and relationship to Rctg Bn.
- Open-door policy.
- Rctg Co guest speaker program.
- Assignment of enlistment processing responsibility (USAREC Reg 600-22).
- Alleged recruiting improprieties (USAREC Reg 601-45).
- Rctg Co awards program.
- Rctg Co schools programs.
- Rctg Co Armed Services Vocational Aptitude Battery programs.
- COI and DEP functions.
- Sexual harassment policy.

The RS commander will brief on and complete the following tasks:

- Welcome and introduce RS personnel.
- Complete Personnel Data Record.
- Personal affairs.
- Ensure recruiter has housing.
- Ensure action to deliver household goods.
- Location of nearest judge advocate office (household goods damage claims and legal assistance).
- RS standing operating procedures.
- Assign a mentor.
- Ensure recruiter has proper tools.
- Orientation of operation and administration.
- Orientation to territory.
- Distribution of literature and publicity materials.
- USAR Component Recruiting Program.
- Officer recruiting programs.
- Complete the initial Noncommissioned Officer Evaluation Report counseling.
- Sexual harassment policy.



Going Paperless

ARISS Automating Recruiting Business Practices

By SFC Jose A. Castillo, Plans and Policy, Recruiting Operations

If you hand your station commander a piece of paper with lead or prospect information on it, he or she should hand it back to you! Soon, USAREC will no longer work under dual paper and electronic system. The paperless management system is being implemented in a three-phase operation to allow the command time to train and make adjustments as required along the way.

The first phase in the transition to a paperless recruiting process is to enter all COI/VIP information into the ARISS Leads/Reports application. If information, to include Lead, Prospect and Applicant data, is not entered into the ARISS system after RSM February, that information simply won't exist, and you will not receive credit.

The other two phases of the transition will go into effect in RSM March and April. Although these changes primarily impact station commanders and above, recruiters need to understand that accurate data input is required in order to receive credit for all their hard work. The Command relies on the information recruiters provide through the ARISS system in order to make decisions.

During the transition, all paper-based forms will be maintained electronically on ARISS or Form Flow except the Planning Guides, School Folder (USAREC Form (UF) 446), and paper based LRLs older than 2002. Many of the forms currently available through Form Flow will be phased out and replaced by new or existing reports in ARISS. All needed or required data will only be a click away.

The following forms will be replaced as indicated:

Top of the System Reports (Reports (html/Leads)

- Applicant Processing List – Replaces of UF 533
- DEP/DTP Tracking Log – Replaces USAREC Form 611
- Test Not Enlisted Report (TNE) Dec 02 – Replaces UF 612
- Mission Accomplishment Plan (MAP) – Replaces UF 635.

635-A, Excel MAP and Mission Accomplishment Plan Collection Form

• Enlisted Conversion Data Chart (CDC) – Replaces UF 635-B, 635-B-1 and Excel CDC

• Lead Source Analysis Report – Replaces UF 762

• MEPS Processing List – Replaces UF 1074

• Mission Production and Awards (MPA) MPA 004 Report – Replaces UF 711-5

RWS Leads Application

• HS Grad/Senior Lists, Create List function – Replaces UF 539

• COI/VIP Screens – Replaces UF 988

Forms and reports still available on FormFlow are as follows:

• School Data Sheet RA/USAR- UF 636, 636-B

• Recruiting Station Evaluation Checklist- UF 660

• Recruiting Station or Company Assets Form- UF 816

• Recruiter Handbook Tracking Log- UF 1006

• Recruiting Inspection Log- UF 1117

USAREC has developed an Electronic Filing Cabinet, a directory structure that will allow the command to maintain needed reports on the computers at the lowest level. This filing cabinet facilitates an efficient method to quickly review and maintain required data and production management reports that would otherwise take time to download from the ARISS Top of the System (TOS). The effectiveness of the system depends on the command's making a change in its business practices. The Electronic Filing System will allow users to keep all files in a directory on their hard drives, readily accessible for review and production management.

All ARISS TOS reports/data required to conduct the day-to-day business of recruiting must be requested the night prior in Excel format and sent to the user's e-mail account. The next morning, the reports will be in the user's e-mail and ready to use or to store in the electronic filing cabinet. This will prevent the

Soon, USAREC will no longer work under dual paper and electronic system. The key to a successful transition lies in all leaders' embracing this new business practice.

user from having to wait for the system to gather the requested data and produce the report. Once the reports are received, the user will store them in the proper folder in the electronic filing cabinet. The files within the filing cabinet will be overwritten each day as needed or required. This will save time currently wasted during downloading.

Here is what lies ahead during phases II and III.

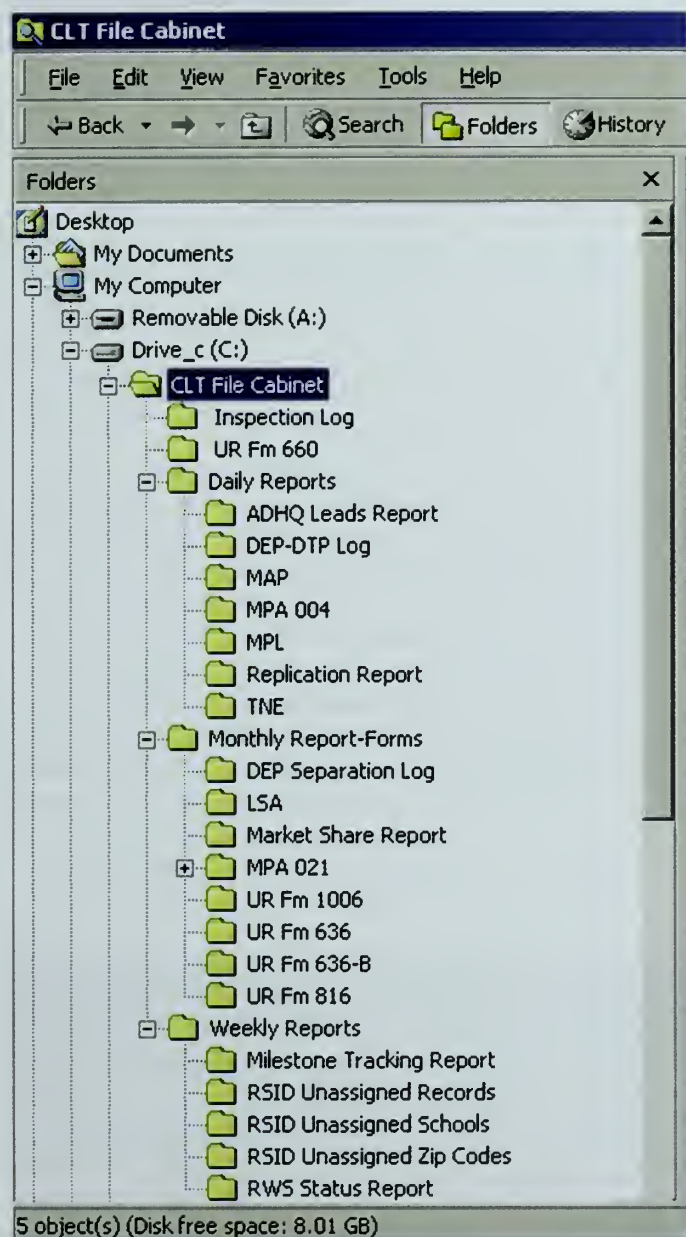
Phase II changes going into effect RSM March:

- The Electronic Filing Cabinet will be deployed and use will commence as applicable with the required management forms/data.
- The ARISS Mission Accomplishment Plan will replace the UF 635, 635A and the Excel MAP. The first ARISS MAP will be built for RSM Apr (NLT T-2, Mar 17, 03).
- The ARISS Enlisted Conversion Data Chart will replace the UF 635-B, 635-B-1 and the Excel CDC
- The ARISS Applicant Processing List will replace the UF 533
- The ARISS DEP/DTP Tracking Log replacing the UF 611.

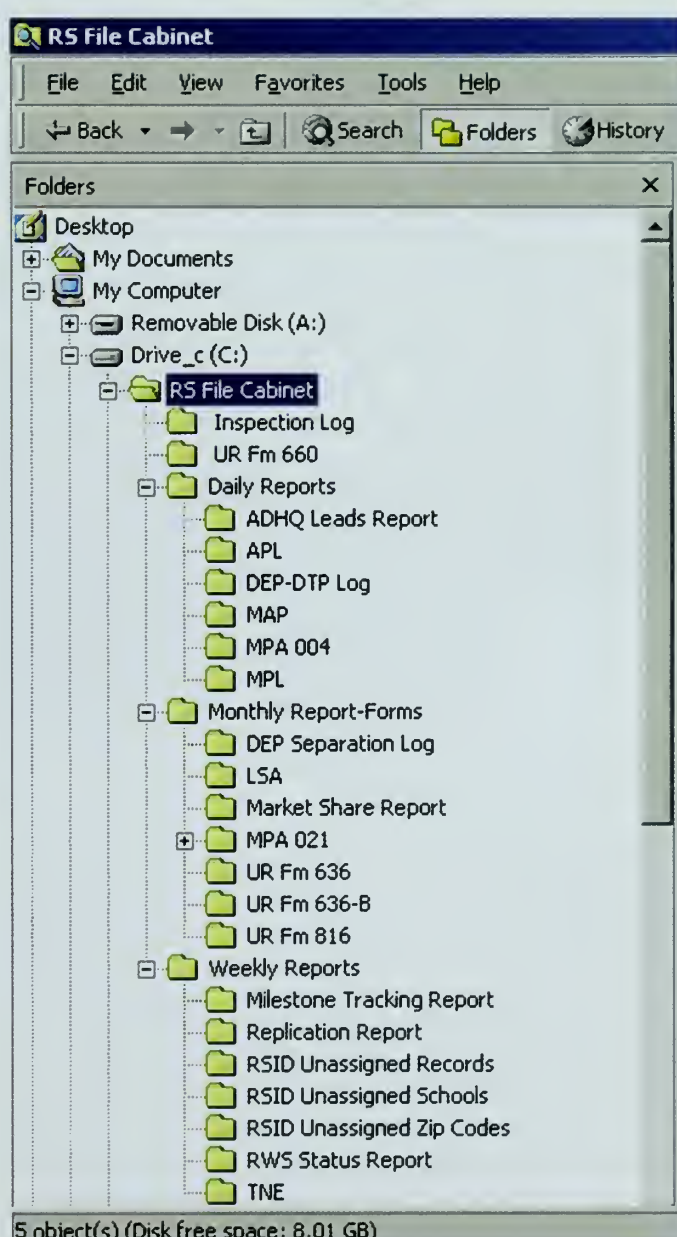
- The ARISS Test Not Enlisted report will replace the UF 612.
- The ARISS MEPS processing List will replace the UF 1074.
- Phase III changes going into effect RSM April:
- The ARISS Lead Source Analysis report will replace the UF 762.
- The ARISS Mission Production and Awards (MPA) report MPA 004 will replace the UF 711-5.

• The ARISS Create List function will replace the High School Grad/Senior list UF 539. School lists that are provided in paper format once Phase III is complete will be converted to electronic format (Excel) and sent to the battalion headquarters for distribution through the Ad Hoc Bulk Leads application.

All these changes are spelled out in the new USAREC Operational & Organizational Concept (O&O). The key to a successful transition lies in all leaders embracing this new business practice. Check with your chain of command, Recruiting Central or contact SFC Jose Castillo at 502-626-1748 in Recruiting Operations for a copy.

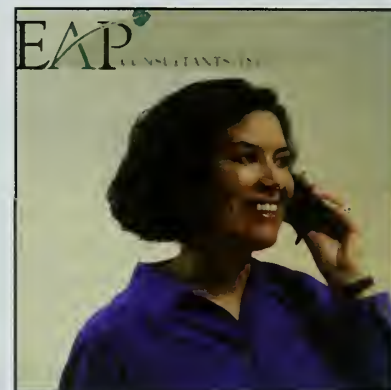


Sample of Company Leadership Team Electronic File System, a directory structure



Sample of Recruiting Station Electronic File System, a directory structure

New Employee Assistance Program Begins



By Jack Nix, Soldier and Family Assistance Branch

Everyone at USAREC faces problems from time to time that can make life difficult and interfere with both quality of life and work. The USAREC Employee Assistance Program can help soldiers and their families cope with and solve these problems. The EAP offers professional, confidential counseling and consultation that can help you take early, positive steps toward problem resolution. These services are available at no cost to you.

The U.S. Army Accessions Command contracted with EAP Consultants, Inc., a private, independent firm, to provide comprehensive EAP services beginning Feb. 1, 2003. They offer assessment, short-term counseling, and referral services for a wide range of personal problems, as well as a variety of work and life issues. Their network of private offices is conveniently located near your work or home. The EAP professionals will help you to identify and clarify your concerns, look at all the options, and develop a plan of action to create solutions that work. If additional assistance is needed, you will be referred to the most appropriate and affordable resources.

EAP Consultants, Inc. will provide some new services to recruiters and their family members, to include:

— Face-to-face short-term counseling service that provides up to four sessions with a professional counselor in your local area. While the number of sessions is limited, the number of problem events is not limited. The four sessions are provided at no cost to the recruiter or family member. If necessary, the EAP

counselor will refer to other providers for extended counseling. Fees for extended counseling are not covered through the EAP service.

— Powers of Attorney and simple wills will be provided at no cost to the recruiter or family member.

The EAP is free of charge for military members of Recruiting Command and their dependent family members. The program is prepaid by USAREC. You will be responsible for the cost of additional services to which you may be referred after consultation with your EAP counselor. They will assist you in finding resources that are covered by your insurance and that meet your financial capabilities.

The EAP can help you find solutions to a full range of personal concerns. No problem is too big or too small. These can include: stress; crisis; work-related difficulties; marital and family problems; alcohol and drug problems; emotional concerns; life adjustments; relationship issues; medical problems; childcare; eldercare; legal; financial; and education.

The EAP service provides consultation and counseling appointments through a toll-free phone number, 365 days a year, 24 hours a day. Information and assistance is also available through their Web site. Contact your battalion Soldier and Family Assistance Program Manager for the phone number, Web site password, and additional information.

NOTE: EAP services provided through LifeWorks from Ceridian is no longer available effective Jan. 31, 2003.

ATTENTION RECRUITERS: Members of the DEP are also authorized to use the telephonic consultation and Web-based services. No face-to-face counseling is authorized for DEP members. Include this benefit as part of your DEP orientation briefing.

Planning with Purpose Produces Positive Recruiting Results

By CPT Miles Townsend, former Glenview (Ill.) Company commander

Have you ever heard the phrase, “Is this a result of a fail to plan or a plan to fail?” Too many times we have a tendency to follow whatever idea just falls in our laps and disregard historic experience that is found in our manuals.

USAREC Manual 100-5 lays out a methodology of planning in conjunction with an associated training need. The Outcome, Methods, Resources planning model can greatly assist you. Planning is essential to success regardless of what level leader you are — commander, first sergeant, station commander, or a recruiter with initiative.

As a station commander trying to establish your STAR plans or a company leadership team preparing your quarterly plans — the single most important thing to remember is to keep your plans simple, direct, and efficient. The focus is different throughout all levels with regard to time but it must always center on the mission and training needs.

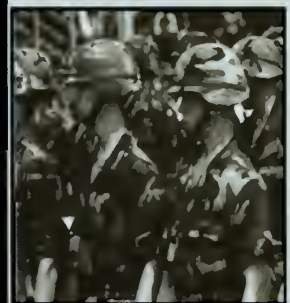
For example, consider the first quarter when students are returning to high school or college. To increase a particular market you will want to analyze, at the very least, the previous fiscal year’s market share data, SASVAB results, and known producers.

Once you have determined your baseline information, then identify what is achievable based upon past production; but don’t do this evaluation in a vacuum. Consult with someone whose opinion you trust, like the first sergeant or a recruiter trainer, then establish your goals. Once your goals are established and, of course, they coincide with the training guidance and your boss’s intent, devise your plan.

The recruiting missioning process and the Army in general operate in three-month increments or quarters. So when

USAREC STRATEGIC PRINCIPLES

Right message, right audience, right time
Empower subordinate leaders with systems, policies, and trust
Conduct in-depth market analysis and tailor recruiting effort
Retain gains and reduce losses
Understand and adapt quickly to market based on superior knowledge
Invest in, build, and exploit the full recruiting team and hold accountable
Tell the Army Story - Sell Army Pride



Recruiting America’s Army

planning, breaking down the year into quarters is critical to planning success.

At the company leadership level, prioritize station commander and recruiter training by front loading it into the quarter to maximize the training value throughout the year. Additionally, take time to communicate your intent and plan to your immediate subordinates.

At the station commander level, let common sense and logic prevail, then focus on the training that will have the most impact. The majority of the training should focus solely on the basics. The training can become more advanced near the middle to end of the quarter for those who are meeting the standard or those that need a challenge.

The bottom line to planning is to include your key players and make sure they’re prepared. Know what they need to train, keep it simple, and follow the one third to two third rule. Give your folks the time they need to develop their plan.

DEP Members Get “Fast” Treat

Story by Mark Wonders, Los Angeles Battalion

The gray skies that drenched Pomona Raceway Nov. 8 temporarily put the brakes on the day’s National Hot Rod Association matches.

But the inclement weather could not dampen the spirits of the 20 delayed entry recruits, who enjoyed uplifting speeches from a number of dignitaries including Tony “The Sarge” Schumacher and the commanding general of the United States Recruiting Command.

“Days like this give me a chance to talk to all the recruits,” Schumacher said. “Every time I speak with these young people I get a chance to learn from them.

“It also gives me an opportunity to meet these great young people who have made a dedicated commitment to service,” Schumacher said. “I respect that.”

The USAREC commanding general, MG Michael D. Rochelle, praised the hearty group who braved the rain. Rochelle commended them for making their “values-based decision” to serve their country as a soldier.

“You value this great nation of ours,” Rochelle said, “and you made a decision to both individually and collectively serve your country. All of you also realize that the Army is a values-based institution ...

“If you go back to the foundation of our nation in 1776, you’ll see that men and women from all the 13 colonies took on and defeated the pre-eminent military power of the world and won,” Rochelle remarked. “They came together to secure the same freedoms we share today.

“You are the special people who are continuing this tradition,” Rochelle concluded.



MG Michael Rochelle talks with DEP members at Pomona Raceway. (Photo by Mark Wonders)

Schumacher compared his crack racing team to service in the Army.

“Races are won and lost in less than one one-hundredth or one one-thousandth of a second,” Schumacher said. “Our team relies on each other to complete every detail to ensure our best chance for victory. That’s how it is in the Army - working together as a team to keep our country safe and free.”

Schumacher also joked about the power of the engine that is able to register 2.5 on the Richter Scale, something “you understand being from California.”

One member of the audience, Jordan Taylor, was impressed with both speakers.

“I’ve been here before,” Taylor, 21, said. “To be this close to Tony and see his team work is just great.”

Taylor, a 1999 Granada Hills High School graduate from Reseda, was to report to basic training in January, followed by training as a food service operations specialist, followed by airborne and Ranger training.

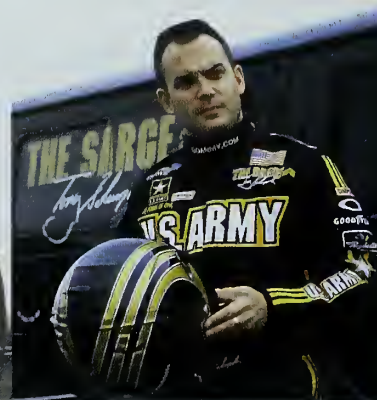
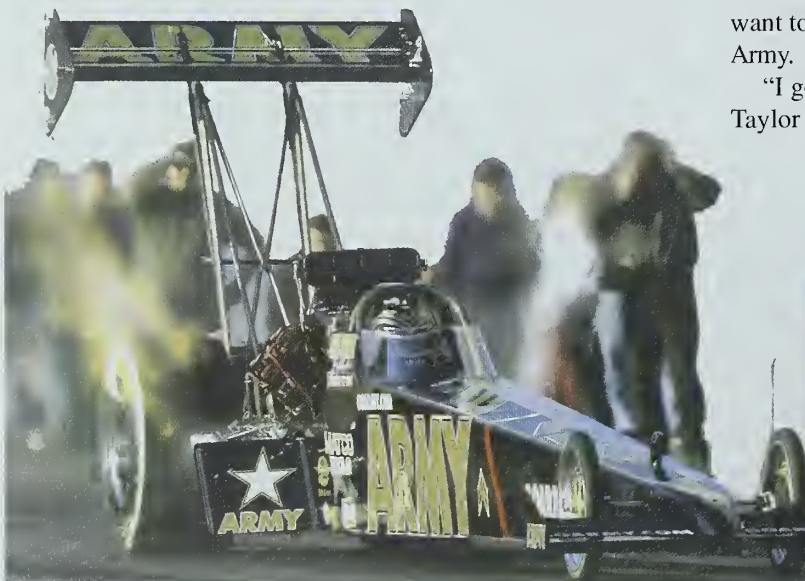
Taylor feels these types of events are worthwhile.

“Absolutely, Taylor exclaimed. “It reconfirms the decision I made to join the Army and what I want to be a part of.”

One of Taylor’s goals is to complete his college studies.

“Education is my top priority,” Taylor admitted. “I really want to go to college, and I feel I’ll get the best training in the Army.

“I got to learn something from both Tony and the general,” Taylor added.



“Every time I speak with these young people, I get a chance to learn from them.” –
Tony Schumacher

Liberty Company Takes Unique Approach to DEP Retention

By Galen R. Putnam, Kansas City Battalion

Liberty Company has taken a unique approach to increasing DEP retention while penetrating the college market at the same time by taking advantage of the Tucker Leadership Lab at William Jewell College in Liberty, Mo.

The lab, which consists of a high ropes course, a 55-foot climbing wall, low-impact challenges, and a variety of other events, has been popular with DEPs. The company has also used the climbing wall to attract students from the campus.

At the DEP functions, facilitated by experienced trainers from the school, teams are confronted with a series of physical and mental challenges ranging from simple to complex. The keys to completing the events are communication, cooperation, and teamwork.

"When they first get started, the DEP members are all acting independently. Gradually they learn to work together and act as a team," said SFC George McCain, Liberty Recruiting Station. "It is good for them to be exposed to the basic building blocks of teambuilding before they leave for basic training."

The 55-foot climbing tower, which is only open to students during certain hours, for a fee, has been used as a lead-generating event to attract students from campus — courtesy of the U.S. Army.

"I saw it advertised on the Internet and saw signs on campus, so I decided to come down," said sophomore Jake Lauck. "This is the first time I've had a chance to try it out."



DEP members learn teamwork - and trust - during the "fall back" event. (Photo by Galen R. Putnam)

More than 90 DEP members participated in the 10 events held on campus. Most importantly, of that number, nearly every participant has shipped.

"This has been our strongest program as far as getting DEP and DTP members to recommit to shipping. It has also provided us with a number of quality leads," said former Liberty Company commander CPT Ben Powers, who has moved on to his next assignment. "This also gives us a lot of visibility on campus and has helped to build our relationship with the college. We are very happy with how well things have turned out."

DEP Team Building Activities Promote Teamwork

By Gary Bloomfield, Kansas City Battalion

Kansas City Battalion recruiters now have a series of portable team-building activities designed to physically and mentally challenge small groups of students or DEP members. Recruiters had already participated in team-building events at scout camps, military training sites, and even during a white-water rafting and mountain-climbing trip. They wanted something similar within the battalion.

Events needed to be easily movable so every recruiting station could use them. Challenges that required upper body strength or might cause physical injury were eliminated.

Through work with APA, recruiters now have 20 events to choose from. A team-building pamphlet is available to local gym teachers, and they decide which events would work best for their class within the time allowed. It takes a minimum of two hours at a DEP function to complete all 20 events.

Feedback from recruiters has led to fine tuning of some events, creating new ones, and scrapping others. Even battalion staff competed in teams during organization day, which provided excellent feedback. Reality TV shows such as Boot Camp and Survivor have also inspired a few of the events. In fact, some teachers have even commented that they remember seeing something similar on TV.

New events are being added, with the hope that eventually at least three different sets (with 10 events in each) will be available and rotated among the companies.

Army Sponsors All-American Bowl

By Dottie Pack, Strategic Outreach Directorate, U.S. Army Accessions Command

East versus West — The Army All-American Bowl game featuring the top 78 high school football players was dominated by the East team. The East 47-3 victory was played before a crowd of more than 19,000 in San Antonio, Texas. The game pulled together many Army assets to orchestrate the event of the year for high school football.

The student-athletes arrived in San Antonio on Dec. 31 to an Army branded hotel and began preparation for the Jan. 5 all-star show which was aired live on ESPN2.

The week's activities, climaxing with the game, were another example of the Army's commitment to providing young Americans door-opening opportunities empowering them to succeed.

"If you watched the game live, or if you happened to be in the stadium, or if you were one of the parents or coaches, anyone associated with this event and these youngsters, the 78 All-Americans, and saw their enthusiasm, and their commitment to teamwork to each other, it's obvious why the Army is committed to the youth of America," said LTG Dennis D. Cavin, Accessions Command commander. "We (the Army) find this the ideal venue, and we are delighted to support and be a part of this great event."

The game gives the Army a highly-visible way to build meaningful and lasting connections to the national high school community and raises awareness of the U.S. Army and its ability to empower young Americans to succeed.

The game provides the Army an opportunity to showcase the positive qualities of the U.S. Army and high school football: leadership and teamwork in action. According to Cavin, the challenge is to keep pace with the target and to provide cutting edge training and opportunities (education and jobs) that



A player is tackled during the All-American Bowl game. (Photo by Greg Calidonna, Strategic Outreach Directorate, U.S. Army Accessions Command)



East and West players execute a play during the All-American Bowl game. (Photo by Greg Calidonna, Strategic Outreach Directorate, U.S. Army Accessions Command)

maximize the interests, talents, and capabilities of this next generation of soldier.

"Our U.S. Army All-American Bowl, and our partnerships with NHRA and NASCAR are key elements of our overall Army of One campaign," said Cavin. "Sports related programs provide venues for face-to-face interaction with our target audience and their families, enabling us to strengthen our connection to communications, while showcasing the wide variety of opportunities, life skills, and leadership training available through service.

The campaign meets the target audience in a manner in which they are comfortable and in forums they frequent, such as the Web, using goarmy.com and print, radio, and television ads they appreciate.

"The U.S. Army All-American Bowl is all about the leadership and teamwork that the Army epitomizes," said Reginald Brown, Assistant Secretary of the Army (Manpower and Reserve Affairs). "It is also about the core Army values ... Loyalty, Discipline, Respect, Selfless Service, Honor, Integrity, and Personal Courage. The 78 high school football players chosen to participate in this event — the largest high school football event in America, epitomize leadership, teamwork, and values."

"The Army of One slogan speaks to young adults about the importance of each and every individual to the success of the team," said Brown. "A team where every individual member is honored and valued for their individual contributions to the overall success of the team. That is certainly what the Army is all about; and it is certainly what football is all about."

The Bowl is a unique all-star game. Each year hundreds of the best football players in the country are nominated, but

erican Bowl

only a fraction of these athletes are chosen for the game. The Army provides young Americans opportunities, life skills, and leadership training and development.

"Each one of the student-athletes participating in the bowl game demonstrates many of the values the Army holds dear – especially the value of leadership," said COL Thomas E. Nickerson, Director of Strategic Outreach, U.S. Army Accessions Command. "As members of their respective team, they each embody 'An Army of One.' Each individual brings his or her talents to achieve team goals and objectives."

As a diverse range of personalities and talents were brought together in a short period of time, this game exemplifies the theme of leadership and teamwork in action by the players, coaches, cheerleaders, musicians, soldiers, and staff.

"This was an excellent opportunity for these young men and women to learn about the Army," said Nickerson.

Chris Leak of Charlotte, the country's top-rated quarterback, announced during the game his intention to play for Florida in the fall.

"The U.S. Army is doing a phenomenal job in supporting and sponsoring the All-American Bowl," said Leak. "I know all the players and coaches really appreciate it."

"This is a great way to finish out a high school career in front of national television, being here with family and friends — it's a great feeling," said Leak. "This is something that will change me for the rest of my life. This is a legendary game."



Sign welcomes players, coaches, and fans to the U.S. Army All-American Bowl in the San Antonio Alamodome. (Photo by Greg Calidonna, Strategic Outreach Directorate, U.S. Army Accessions Command)

Player

Chris Leak
Brady Quinn
Tim Castille
Travis Thomas
Demetris Summers
Darrell Blackman
Greg Olsen
Vernon Davis
Jonathan Stupar
Adarius Bowman
Andre Caldwell
Sean Bailey
Jayson Swain
John Sullivan
Mike Jones
Tripp Carroll
Joe Thomas
Aaron Sears
Jeff Zuttah
Garrett Rivas
Sian Cotton
Lawrence Mo Dampeer
Tez Doolittle
Victor Abiamiri
Shawn Crable
Bryan Mattison
Tavares Gooden
Xavier Adibi
Wesley Jefferson
Tom Zbikowski
Donte Whitner
Prescott Burgess
Ambrose Wooden
Ryan Mundy
Antonio Cromartie
Kyle Wright
Johnny DuRocher
Drew Tate
Emeka Nnoli
Reggie Bush
LenDale White
Cornell Johnson
Robert Meachem
Whitney Lewis
BJ Vickers
Limas Sweed Jr.
Chris Barrett
Tony Hills
Mark 'Buck' Koalenz Jr.
Ryan Harris
Sam Baker
Jorrie Adams
Ryan Schuler
Corey Clark
David Dyches III
Kyle Caldwell
Jason Jack
Jarvis Moss
Carl Pendleton
Trevor Laws
Josh Mueller
Ta Ta Thompson
Demarrio Pleasant
Will Paul
Tony Cade
Tarell Brown
Steve Smith
Anton Campbell
Quintin Daniels
Ernest Mason
Bret Smith

High School

Independence
Dublin Coffman
Briarwood Christian
Washington
Lexington
Williamsport Area
Wayne Hills
Dunbar
State College Area
Notre Dame
Jefferson
Milton
Grissom
Greenwich
Richards
Andrew Jackson
Brookfield Central
Russellville
The Hun School of Princeton
Jesuit
St. Vincent/St. Mary's
Douglas McCarter
Opelika
Gilman
Washington
Mishawaka Penn
St. Thomas Aquinas
Phoebus
Gwynn Park
Buffalo Grove
Glenville
Warren G Harding
Gilman
Woodland Hills
Lincoln
Monte Vista
Bethel
Robert E. Lee
Natamas
Helix
Chatfield
Desert Pines
Booker T. Washington
St. Bonaventure
Venice
Brenham
Tustin
Elsik
Judson
Cretin-Derham Hall
Tustin
Jasper
Washington
Smiton Valley
Westfield
Saguaro
Humble
Denton Ryan
Sapulpa
Apple Valley
Lakeview
Garland
Lewisville
Parkway West
Lewisville
North Mesquite
William H. Taft
Fort Zumwalt West
Loyola of Los Angeles
Dunbar
Warren

Soldiers Support Myriad Bowl Activities

Story by Joe Burlas, Army News Service

Photos by Greg Calidouua, Strategic Outreach Directorate, U.S. Army Accessions Command

While the U.S. Army All-American Bowl may have centered around a football game, soldiers got involved with much more.

The U.S. Army Band (Pershing's Own) members worked with high school bands to improve their music and marching skills as they participated in a Band Fest.

More than 300 3rd U.S. Infantry Regiment (Old Guard) soldiers performed a 45-minute Twilight Tattoo Jan. 3 at the Alamodome. More than 8,000 people attended the military pageant. "The Flag Story," which depicts the history of the Army through music, a marching display of state flags and soldiers wearing periodic uniforms, was repeated Jan. 5 as part of the All-American Bowl activities.

The Old Guard Continental Color Guard presented the U.S. and Army flags at the start of the game.

At the start of the game, four air assault instructors from the 101st Air Assault Division, Fort Campbell, Ky., rappelled from the top of the Alamodome to centerfield and delivered the game football to officials.

Army Chief of Staff GEN Eric K. Shinseki and Assistant Secretary of the Army (Manpower & Reserve Affairs) Reginald Brown participated as honorary game officials for the coin toss.

Several Army organizations joined together to display the Army's modern equipment during Fanfest outside the Alamodome just prior to the game. Those organizations included the U.S. Army Marksmanship Unit from Fort Benning, Ga., a mission support battalion from Fort Knox, Ky., as well as a number of units from Fort Hood, Texas, and Fort Lewis, Wash.



Four air assault instructors from the 101st Air Assault Division rappel from the top of the Alamodome.



Soldier talks with spectators about the Army equipment on exhibition outside the Alamodome prior to the start of the All-American Bowl.

Army Marksmanship Unit soldiers allowed Fanfest participants to fire a simulated 9-mm pistol at popup targets from about 10 feet away as a computer ticked off how long it took to drop all the targets.

The mission support battalion brought High-Mobility Vehicle simulators, rock-climbing towers, and a large trailer van where fans could play "America's Army," an interactive computer game or use a parachute simulator.

Soldiers from a number of Fort Hood units stood by major combat systems like the Patriot Missile System, M1 Abrams Tank, and the Apache Attack Helicopter — giving hands-on demonstrations and answering questions from the public.

"What we are doing here is building public confidence in ourselves as soldiers and in our equipment," said SPC Candice Madill, a Patriot Missile System operator and maintainer, Battery B, 3/2nd Air Defense Artillery, 31st ADA Brigade, Fort Hood. "The public gets a lot of skepticism on the news about our ability. They see us here and they know we are competent and ready to do whatever is necessary for our nation."

Soldiers from the 2nd Infantry Division, Fort Lewis, showed off the new Stryker Armored Vehicle at Fanfest. Wearing Kevlar helmets and toting M16s, the Lewis soldiers appeared to be a popular draw as youngsters swarmed about them asking questions. One such youngster was 9-year-old Zachary Longoria from Garden Ridge, Texas.

"Zach loves Army equipment," said Zachary's grandfather, Bob Kern. "I heard Army equipment was going to be out here today so I wanted to give Zach the chance to see it, feel it, touch it."

Recruiting with Passion

By CSM Mark E. Dunn, Houston Battalion

During my sixteen years in the Recruiting Command, I have studied those who are extremely competitive and successful, those who are mediocre, as well as those who fail to achieve the minimum standards. It is my belief that there is one definitive factor that divides the two and that is passion. Passion is the driving force behind highly successful people.

There are many ways to define passion. Webster's dictionary says, "Passion is a powerful emotion or appetite such as love, joy, hatred, anger, or greed." It is further described as boundless enthusiasm. Several synonyms are enthusiasm, fervor, fire, and zeal. Passion is a powerful feeling for or about someone or something. It is also a deep overwhelming feeling or emotion.

Passionate people will not stop short of reaching their goal or mission. They are creative and innovative in their daily activities to achieve their mission. They are optimistic in their outlook on life.

There are three Ds that underscore passion: they are desire, drive, and discipline.

Desire: The level you work at does not matter; if you have no desire to be the best or get promoted, you won't be. Desire means to long for or crave something. You truly have to want it to get it!

Drive: I believe FM 22-100, Chapter 2, defines drive as the *will* of a soldier. It is the inner drive that compels soldiers, civilians, and leaders to keep going when it would be easier to quit. It continues to state that the *will* of a soldier is three times more important than their weapon. Drive can also be defined as initiative, aggressiveness, enterprise, hustle, push or just good old get-up and go.

Discipline: Webster states that it is behavior in accordance with rules of conduct. Simply stated, it is doing exactly what you were trained to do every day.

I once read in this very same Journal years ago, "*High producing recruiters don't do the same things better, they do different things... The high producer never stops prospecting, the low producer stops prospecting to process.*" This statement still applies today. Many soldiers, civilians, and leaders

have bought the wrong package at the store. They have bought the "I can't make it box. I can't get all of this done on time, or no one has ever made mission box here." I am challenging you to fight the forces of defeat within your mind. We must be aware of the outside influences or forces that are trying to control our minds. These forces and influences come in many shapes and sizes. Regardless of who or what they are, they will only undermine and steal your passion to excel. Guard your mind; be on the watch at all times.

Some of the common hindrances to maintaining your passion are:

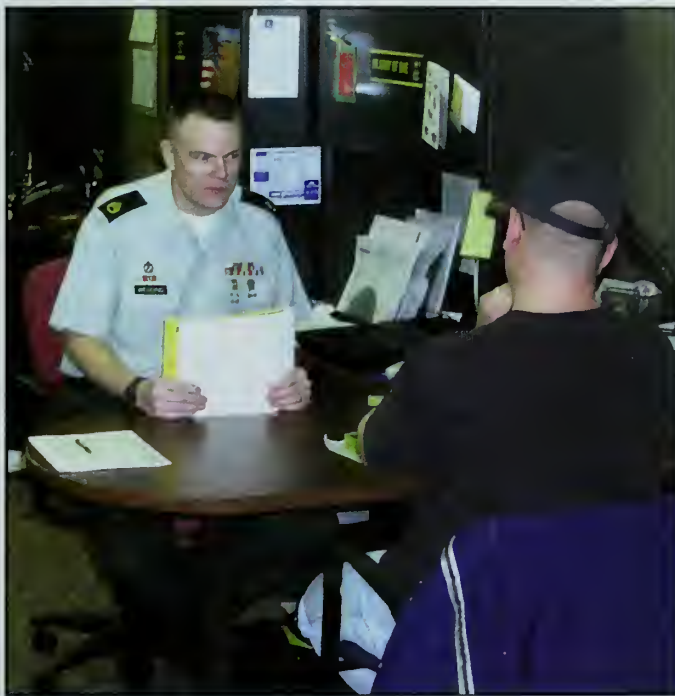
Negative people – Those who want to tell you why you can't make it. They never look for new ways to help the team make the mission. They are always critical, complaining, or condemning. If we react to one negative person, we can bring down the entire team. If Jonah had not been kicked off of the ship, they would have sunk in the storm with him.

We must take the power away from the negative person immediately. Stop the negative talk and idle hands. There is a whale out there somewhere for them.

Historical data – Sometimes we read every negative comment or we focus on just the bad items on the LRL (UF 539), Processing List (UF 533), or Station/Company Assets Form (UF 816). It is extremely important to have knowledge of the past;

however, we should not review this information to the point that we are failing to develop ways to correct or enhance past performance failures or to correct prospecting trends.

We must stay focused on the task at hand. Do the right thing at all times. Seek out optimistic people who are winning instead of people that are failing. We can and will make the mission every month if we press forward every day and do our duty. Stick to the basic fundamentals that you were taught in all recruiting/leadership courses. Remember, FM 22-100, Chapter 2, states, "*Will* enables soldiers to press the fight to its conclusion. Yet *will* without competence is useless." We must always read and study to get better. Leaders are readers! See you at the top!



File Photo by Walt Kloeppel

Program Continues to Attract Special Forces Recruits

Story and photos by PFC Jennifer J. Eidson, USASOC PAO

Less than a year ago, they were civilians. Today, because of an ongoing recruiting program, some new soldiers are earning the right to be called Green Berets.

The Army's Special Forces Recruiting Initiative, now in its second year, is based on the original Special Forces recruiting program instituted in 1952. The program, which is working better than predicted, allows civilians to step into the ranks of the Army as Special Forces soldiers, said Douglas Smith, a public affairs officer with the U.S. Army Recruiting Command, Fort Knox, Ky.

Smith said that with last year's SFRI recruiting goal met, the command has started working toward its requirement for this fiscal year.

"We're doing very well so far," said Smith. "We already enlisted 125 of (the goal of) 600 since the beginning of this fiscal year."

With so many new civilian recruits attempting to join the Special Forces ranks, the U.S. Army John F. Kennedy Special Warfare Center and School is finding that some incoming soldiers are more motivated than usual.

"The recruits that we have now are signed up to be Special Forces," said CPT Pete Huie, commander of the school's Special Operations Preparation Conditioning course, the first stop for the civilian recruits trying to earn their green berets.

"The motivation of these guys that we have seen in the last few months is high," Huie said. "They have been more successful here and doing as well, if not better, at Special Forces Assessment and Selection."

Huie said that because of the detailed training, civilian recruits coming through SOPC now hold a 76 percent graduation rate from SFAS, while soldiers coming from active duty into SFAS have only a 40 percent graduation rate.

After SFAS, the qualifying recruits attend the Special Forces Qualification Course, where they continue the process of earning their green berets.

"The training is very concentrated and I feel very privileged to get this type of personal instruction," said SPC Tariq Yunis, an off-the-street Special Forces recruit who is currently in the SOPC.

"I wanted to be with the best trained and the most professional people in the Army, and that is Special Forces," said



An off-the-street recruit pulls security while SFC Jeffery Haskell, a Green Beret instructor in the Special Operation Preparation Conditioning course, explains to other civilian recruits the steps to inspect enemy casualties.

Yunis about his choice to come off the street into Special Forces.

With motivated and qualified recruits committed to the program, Smith said the standard recruit has an average of 13 years of education and an Armed Forces Qualification Test score of 86 out of a possible 99.

"Right now their average (general technical) score is 119," said Huie. "The average age is 23 and most of the guys have some college, if not an associate or bachelor's degree."

One-fourth of the soldiers now in Special Forces training are off-the-street recruits, with the rest coming from in-service recruiting, said MAJ Kathleen Devine, the school's public affairs officer.

Devine said the success of the recruiting initiative will not increase the allotted percentage of off-the-street recruits in each Special Forces class, but she sees the Recruiting Command easily continuing to fill the fixed number of seats for the civilian recruits in the class.

"What we really see is that folks in recruiting stations are getting the word out to high schools and other areas to let people know that they can now come into Special Forces," said Devine. "That option wasn't available to people who were trying to get into the Army previous to this program."

The command goal of 600 recruits is an increase of 200 from last year's goal, said Smith. Last year's goal of 400 recruits was surpassed by 55.



SFC Jeffery Haskell, a Green Beret instructor, explains to off-the-street recruits in the Special Operations Preparation Conditioning course the proper way to inspect enemy casualties.

Driving and Cell Phones Don't Mix

By Mickey Gattis, Safety Manager, USAREC Safety Office

It was 6:30 p.m. on a cloudy but dry July day. SSG George Recruiter was driving his GOV enroute to visit an applicant. George was approaching a railroad crossing where cars were waiting for a train. Just then, George's cell phone rang. He looked down and attempted to answer his phone, taking his eyes away from the road ahead of him. As a result, he rear-ended the POV in front of him, which in turn rear-ended the POV in front of it. Due to this recruiter's inattentiveness, the total repair cost to U.S. Army Recruiting Command was \$4,200 for the GOV and both POVs. Fortunately, there were no injuries involved in this accident.



With hectic schedules and long delays in jam-packed traffic and blocked intersections, it seems people do everything in their cars except drive. Our nation's roadways have become more congested in recent years and drivers are experiencing anxiety, stress, fatigue, and numerous personal and work-related distractions while sitting in their vehicles. More time on the "roads more traveled" results in less time at home or the office, causing drivers to feel the pressure to multitask just to keep up with their responsibilities. It's a certainty that with more miles each year, compounded by fewer roads being built, and fewer people carpooling, driving conditions aren't going to improve any time soon. In FY 02, our recruiters drove more than 160 million miles, which was five million miles less than the previous year, but resulted in 227 more GOV accidents, for a total of 1,495 accidents.

Drivers are inattentive for many reasons, but use of cellular phones has become a target for media attention and litigation. A 1997 study reported in the New England Journal of Medicine indicated that drivers are four times more likely to have automobile accidents while using cellular phones. This study

also revealed that the risk was the same when drivers used "hands-free phones."

Federal agencies have been asked to discourage their employees from using hand-held cell phones when they're driving government-owned or leased vehicles. The U.S. General Services Administration, which provides facilities and management services to other federal agencies, has stopped short of banning the use of hand-held cell phones while driving. But a notice that appeared in the Federal Register has recommended that agencies discourage their employees from driving while talking.

The USAREC policy is while operating a GOV, cell phones are authorized for use only after the operator has pulled over. GOV operators are not authorized to use hands-free kits. USAREC personnel must observe state laws and local ordinances that prohibit the use of cell phones while driving.

In fact, the USAREC Safety Office has started requesting the cell phone records of individuals involved in GOV accidents caused by driver inattention.

There is no doubt about it, using a cellular telephone while driving puts the driver and others on the road at risk. Be smart ... put it in PARK (P), when you need to talk on the phone.

Drivers who use phones — even "hands-free" ones — are at increased risk of a crash. That's because phone use can:

- Interfere with vehicle control
- Slow reaction times
- Affect driver awareness

To reduce the risk of a car crash:

- Pull safely off the road to make calls
- Don't answer — or say you'll call back — if you receive a call when driving



CSM Roger Leturno and his wife, Jackie, stand with their son, Alan D. Leturno at the Beckley MEPS.

Fourth Generation Soldier

Story and photo by Linda Nuckols, Beckley battalion

Alan D. Leturno, son of Army Recruiting Command's CSM Roger and Jackie Leturno, enlisted in the U.S. Army's Delayed Entry Program on Nov. 18.

"I never thought either of my children would join the Army and follow my footsteps," CSM Leturno said. "Neither showed any interest while they were growing up. The decision to join the Army is solely his."

Mrs. Leturno also praised her son's decision. "I'm very proud of our son — that's a given!" Jackie Leturno said. "But becoming an Army of One family is more than we would ever have dreamed possible. As his dad retires (soon), we now let Alan take his journey into the future."

Both parents were on hand at the Beckley Military Enlistment Processing Station to witness Alan take his oath of enlistment from LTC S.A. Underwood, Beckley Battalion commander.

A 2000 graduate of Fort Knox High School, Alan, who currently lives and works in Radford, Va., recently walked into the Wytheville, Va., recruiting station to find out how he could begin serving in the Army.

SSG Daniel Hughes, station commander of the Wytheville recruiting station, assisted Alan with his enlistment. "Alan came into the office early one morning and began asking some very good questions," Hughes said. "He was completely focused on joining the Army. He didn't tell me he was related to CSM Leturno until we were almost finished with the paperwork. He didn't want any special treatment — he just wanted to become a soldier. This is probably the most memorable day I've had in recruiting. It was a pleasure assisting Alan with his enlistment and helping him become part of the Army of One."

The Leturnos' daughter, Maggie, also chose to join the Army of One recently. She is now serving in the North Carolina Army National Guard while a freshman at the University of North Carolina, Chapel Hill, N.C.

Alan and Maggie are now the fourth generation of Leturnos to serve America's Army. Their father, Roger is a career soldier, their grandfather served in World War II and their great-grandfather served in World War I.

Alan selected a four-year enlistment, choosing to serve as an Infantryman. He began basic training Jan. 8, 2003, at Fort Benning, Ga., where he will also attend AIT.

Networking Spells Success

By Liz Warnke, Public Affairs Specialist

"If you show your faith and conviction in something, that thing becomes interesting to other people," said SSG Daniel White.

White, a Bangor Station recruiter, achieved New England Battalion Top RA Recruiter for FY 02, Top New RA Recruiter for FY 02, Top Senior Alpha Recruiter for FY 02, and Top RA Recruiter for 4th Quarter. He also earned Top RA Recruiter in USAREC for RSM Sep, plus the coveted Recruiter Ring, which he earned in 15 months.

"My success is attributed to what I call my network ... my 'Centers of Influence,' delayed entry soldiers, applicants. I even have my DEP and applicants' parents calling me with leads," said White.

"He has such an extensive network of DEP and applicant referrals, that his success truly breeds success," said LTC Robert Cejka Jr., New England Battalion commander.

"I go out of my way to ensure that my applicants know and understand not only the benefits the Army provides, but the hardships as well," said White. "People appreciate a straight answer. All of these things are just a small part of what makes me successful."



SSG Daniel White, with his wife, Alicia, at the annual New England Battalion training conference. (Photo by Jan Crawford)

The Green Berets

By Judy Poland, Albany Battalion

Albany Battalion celebrated a stunning FY 02 "Operation Green Beret Success to the MAX!" at the November 2002 Annual Training Conference.

There were many good choices for the ideal person to make the awards presentations. Recruiting Deputy Commander BG Leslie Fuller, a career Special Forces soldier, was the featured ATC speaker and would have been an excellent choice. Having achieved 24 Special Forces enlistments out of the national FY 02 mission achieved of 462, we were looking for the best of the best. Then we learned that Robin Moore, author of *The Green Berets*, the definitive best-selling book on Special Forces and a movie starring John Wayne, was available. It was clear we had found the right man. Moore and his wife, Mary Olga, live in Concord, Massachusetts. Former Green Beret and now University of Massachusetts On-Campus Recruiter SFC Gerald Girard coordinated bringing the Moores to the Mount Snow ski lodge in Vermont.

Moore, still active at 77, with, he says, "a half-dozen more books in the works," stood front and center distributing the SF awards to the 16 recruiters attending who had enlisted 18Xs in FY 02. He is a World War II Army Air Corps pilot with a tour of combat missions over Germany to his credit, and when Robert Kennedy, a Harvard classmate, recommended him to the Army to



Top 18X recruiters New London, Conn., SSG Russel Nowak (left) and University of Massachusetts On-Campus Recruiter SFC Gerald Girard (right) receive their awards from *The Green Berets* author Robin Moore. (Photo by Ann Buonagura)

write the story of the Special Forces, he trained for almost a year before deploying to Vietnam. Robin Moore helped celebrate our victory, and we decided to help him celebrate his birthday, which was just two days before. The battalion commander led the recruiters in *Happy Birthday* and we gave him a cake that was custom-made for him. Now, just over a month into the new FY, we're 15 for an FY 03 mission of 12 18X. The only issue for FY 03 ATC IPRs is — how can we top FY 02's celebration?



Circle the Wagons and Hold On — The Cavalry's on Its Way!!

Story by Karen Brockunier, Pittsburgh Battalion

Photo by SSG Daniel Walters, Great Lakes Battalion

When the town of Indiana (Penn.) started organizing the Veterans' Day parade, recruiters at the Indiana recruiting station decided to do a little something different. SGT Sondra Duplantis owned two horses and knew that one of the station's DEP members also owned a horse and had ridden in competitions for years. So they rounded up the herd, pitched the idea to town officials, and landed a premier spot in the parade line-up. SGT Duplantis even made saddle blankets with the Army of One logo. Riding the horses are PFC Stevie Leeds (left) riding "Bucky,"

SGT Duplantis (center) riding "Cisco," and SFC Douglas Kull, Recruiting Station Cdr., (right) riding "Duchess." Arrangements for a fourth horse, to be ridden by Indiana Company commander CPT Wayne (Joe) Gavin, fell through — but SGT Duplantis knew of a little donkey named Zippy (close enough to a mule, the unofficial Amy mascot) so she enlisted him into service. CPT Gavin, being a long, lanky 6'2," was a bit too big to ride Zippy so he led him in the parade. The reports concerning the bite that CPT Gavin received were greatly exaggerated — it was really just a *little* bite!

Football Players Join Another Physical Team - The U.S. Army

By John C. Heil III, Sacramento Battalion

Benjamin Driscoll and William Sigua have a lot in common. In addition to their pursuits on the gridiron this past season as captains of the Los Altos High School football team, they both decided to join the U.S. Army and become Rangers in August 2002.

Driscoll also believes they both will have what it takes to make it as Rangers in the Army, based on their training and hard work as football players.

"With football you're always working hard to become a part of a team," said Driscoll, who played linebacker and fullback at Los Altos. "This will become important in the Army. Both football and the Army require mental toughness and hard work."

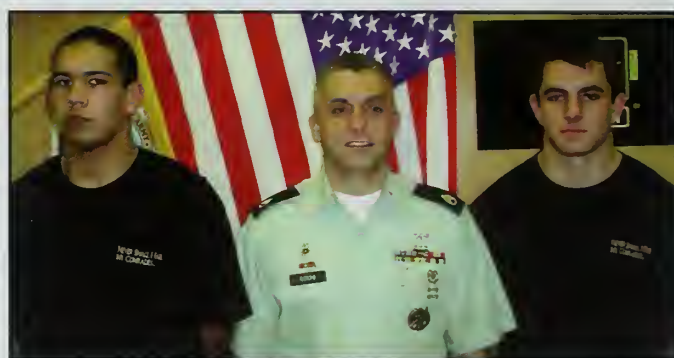
While Driscoll admits he'll have to train harder on his long distance running ability versus sprints in football, he knows he has what it takes to make it.

"Being a soldier is right up my alley," said Driscoll, who enlisted on August 15, on his 18th birthday. "I'm the right person for the job. I've always wanted to do something exciting and adventurous."

"Talking to people who were already in the Army is what drew me to it," said Sigua, who played defensive end and right offensive tackle at Los Altos. "I've been considering the military for quite awhile now. I don't feel like sitting in a classroom all day. I like the adventurous side of the Army."

Driscoll who's moved multiple times through Texas, Minnesota and California, is looking forward to meeting new people, but is happy that his friend, Sigua will be right there with him.

"They have the right attitude," said SSG Morid Rouhi. "The



William Sigua (left) and Benjamin Driscoll (right) joined the Army to become Rangers. SSG Morid Rouhi is in the center. (Photo by SSG Alan Cheney)

motivation is there and they are mentally ready. I've personally gone to their football practice and seen what they can do. There's plenty of time to get them ready physically for their adventure."

Both checked out the Marines, but after research and looking into the benefits, they felt the Army was the best fit for them. Benefits for both included \$28,000 for college by enlisting for three years and a \$5,000 enlistment bonus. Driscoll also earned promotion to E-2 by referring Sigua to the Army under the "Buddy System."

"SFC Toro and SSG Rouhi are great guys," said Driscoll, who's always wanted to be airborne. "They worked out everything for us and made sure we knew what we were getting into. SFC Toro was a Ranger and he told me all about it."

"SSG Rouhi helped clarify my questions and made sure I got everything I wanted," said the 17-year-old Sigua. "He was really informative."

"Ben is very upbeat and an all-around nice kid," said Rouhi. "If I had 10 of these guys I'd be real happy. They both have good character, are athletic, and have the will to succeed."

Mirror Images Join the Army

Jessica and Rachel Walker are joined by Raleigh Main recruiter, SGT Cynthia Green, after their enlistment ceremony. The 18-year-old identical twins signed on as personnel service specialists and said they will start their own day care business after the Army. (Photo by Faye Walton, Raleigh Battalion)



The Need for Speed

By CPT Michelle Hall, Chicago Company Commander

More than 100 Chicago Battalion guests enjoyed 'the need for speed' during the National Hot Rod Association races at the Route 66 Raceway in Joliet, Ill., Sept. 28.

The DEP function was sponsored by the Army and featured the Army's driver in the Top Fuel division, Tony Schumacher. The Long Grove native, a former Top Fuel Champion and current speed record holder, clocked at 333.08 mph during a race in 1999.

Battalion guests and recruiters were treated to a first-class presentation and lunch in the Army's Team Area. DEP members were able to observe the automotive team in action prepping the car for Tony's race as well as watching races. The DEPs had a great time. Some came as NHRA fans, and some just came to experience something new.

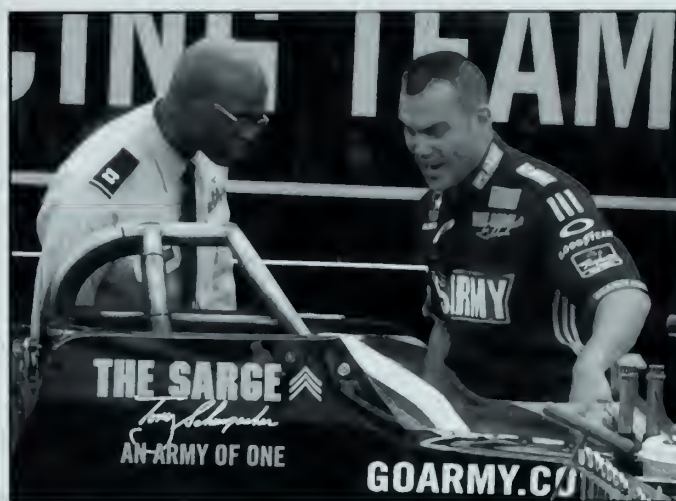
Jean Pinnell, another DEP member from the Peru Station, commented like a true fan when he said, "I like the noise and the smell of the fumes."

Noise and fumes were certainly something the DEP members were able to experience. Throughout the presentation, the speaker had to stop when a car was being revved. Everyone felt the power of those Top Fuel engines.

Presentations were made at the start of the DEP function, with Schumacher talking before his race, followed by pictures with Schumacher and some fun competitions. DEP members competed in basic drill, the phonetic alphabet, and even one DEP went head-to-head against Schumacher doing push-ups.

Dan Dedios, a DEP member from Mount Prospect Recruiting Station, was selected as the Honorary Army Crewmember. Each of the six companies in the Chicago Recruiting Battalion selected a member to represent the company in the battalion-level competition. The criterion for the competition was being an exemplary DEP member.

His Honorary Crewmember status earned him the right to wear a crew shirt just like Schumacher's for the day; go to the starting line with the rest of the crew, ride in the Army's pace



CPT Kenneth Crawford receives some "speed" facts from Tony "The Sarge" Schumacher.

HUMVEE, get a personalized tour of the Army race car facilities, and take home an Army race team T-shirt.

Explaining why she believes in DEP functions, LTC Kathleen Pennington, the battalion commander, said she likes, "seeing the soldiers have fun, learning about the Army, being proud to be in the Army."

"I thought it would be cool and interesting to see," said Chris Herrera, a DEP from the Bolingbrook Recruiting Station.

After lunch, the DEP members were free to take in the races, check out the booths and cars, and enjoy the large Army display. The Army's area had a rock wall, an aircraft simulation van and a marksmanship challenge.

After Schumacher's first race, he was back signing autographs and talking with DEPs.

When asked about his part in the DEP function, he said he felt he has a part in "making them feel confident. I like being [a part of] the people around them to help them move forward."

The Chicago Battalion takes part in the National Hot Rod Association twice a year at the Route 66 Raceway, and the next one will be even better than before. Until then, we'll "See You at the Races!"

Recruiter Compares Ring with Super Bowl Ring

By Ray Graham, Honolulu Recruiting Company

U. S. Army Reserve recruiter SFC Patrick D'Ambrosio compares rings with football star Rocky Bleier. Bleier was guest speaker at an Army recruiting awards banquet in Portland, Ore., Dec. 2. D'Ambrosio, who recruits in Kaneohe, Hawaii, received the coveted recruiter ring for excellence in recruiting. Bleier was a halfback for the Pittsburgh Steelers professional football team in the 1970s and earned his rings starring in four Super Bowl victories. The recruiter ring is the Recruiting Command's second highest award. (U.S. Army photo)



Army Delays eMILPO Two Months

Army News Service

The Army will wait another 60 days to field its Web-based "electronic military personnel office," known as eMILPO, according to U.S. Army Personnel Command officials.

The new personnel system was originally scheduled to go online in early January, officials said, but an eMILPO fielding team uncovered problems that will require technical solutions.

"We originally wanted to turn SIDPERS-3 off in January," said COL Gina Farrisee, the adjutant general of the Army. "Waiting 60 more days however, is the right thing to do."

The eMILPO system was designed to give near real-time, Army-wide visibility on personnel information via a Web-based application.

Some data transactions into eMILPO failed at a high rate during its final systems test, though, officials said. During this test, several problems arose due to the migration of 43 super server databases to the eMILPO test database.

"Our promise is that you will not need to re-enter data that was already resident in super server and that all soldiers currently slotted against a position in super server will be slotted in eMILPO," said Farrisee in a recent Army-wide note to personnel leaders.

Other items that are being checked by system integrators are UIC hierarchy, and a data-storage query tool. Division and Corps strength managers at several Army installations are assisting with the datastore to ensure it provides the query capability needed by the field Army to assimilate important personnel management information.

Lastly, integrators are fine-tuning the datastore for the enlisted records brief. The Enlisted Records and Evaluation Center is introducing a new initiative to provide the Enlisted Records Brief to soldiers via Army Knowledge Online in support of the selection board process.

The ERB in eMILPO and the selection board ERB are essentially the same document and the data is consistent, officials said. They said both ERBs will look very much like the officers records

brief except the EREC ERB will have a photo in the bottom right-hand corner.

The eMILPO is an interim step toward a much larger, multi-service, integrated personnel and pay management system called the Defense Integrated Military Human Resources System.

The Army will be the first service to implement DIMHRS during the fourth quarter of 2004, according to LTC Mark McAlister, who heads the Army's DIMHRS office.

(Editor's note: Information provided by PERSCOM Public Affairs.



USAMU SPC Aaron F. Rebout (left) gives a few marksmanship tips to CPT Heath Harrower of the 5th Special Forces Group at Fort Benning's Easley Range.

USAMU Shooters Train Special Forces

Story and photo by Paula J. Randall Pagan, U.S. Army Marksmanship Unit Public Affairs Office

Although their competitive shooting season is over, the champion shooters of the U.S. Army Marksmanship Unit Service Rifle Team have been very busy passing along techniques of their shooting skills to other U.S. Army soldiers, including some of the most highly decorated in the history of our nation.

The Service Rifle Team, headed by SSG Jared N. van Aalst, conducted an advanced rifle marksmanship clinic for seven members of the 5th Special Forces Group (Airborne) of Fort Campbell, Ky., at Easley and Pool ranges Dec. 3 to 6.

"We do advanced rifle marksmanship train the trainer for all units but now we're doing tactical training for special operations units or any type of sniper section," van Aalst said. "It went very well. The idea we're trying to push is that our type of competitive shooting training ties in with tactical

training. The biggest thing for soldiers is understanding the limitations of their weapons and alternate shooting positions."

"We did this training so our detachment could improve long-range marksmanship capability, said CPT Heath Harrower of the 5th Special Forces Group. "We're getting different training ideas that we can use and we're sharing ideas on training and equipment. We're also getting techniques that we can employ for our sniper teams."

According to Harrower, the USAMU Service Rifle shooters emphasize basic rifle marksmanship skills. "But it's more than a refresher course," he said. "It builds on the fundamentals."

Both on the ranges and in the classroom, the Special Forces soldiers learned from the Service Rifle Team how to read and correct for the wind, range estimation, and reading the mirage.

"The two most important things to work on are trigger squeeze and sight alignment; it's what we've been emphasizing," Harrower said. "We learned variations and different techniques for trigger squeeze employed by a sniper team when engaging target. We also used the Noptel (a computerized marksmanship training system), which was a very effective tool to track sight alignment before, during and after the shot."

Besides shooting on the USAMU ranges, the elite soldiers also toured the USAMU Custom Firearms Shop where they spoke with USAMU gunsmiths, machinists, reloaders and ammunition technicians who build and modify USAMU weapons and ammunition.

"I was very impressed with the gun shop. There is a lot of knowledge here that a unit could use and a lot of answers to be found here on weapons, ballistics and bullets," Harrower said. "This training has enhanced our long-range shooting capability and it was very worthwhile. We would do it again and recommend it for other members of our unit."

For more information on the U.S. Army Marksmanship Unit, contact the Public Affairs Office at (706) 545-5436, paula.pagan@usarec.army.mil or www.usarec.army.mil/hq/amu.

Military Deploys Digitized Patient Record System

By *Gerry J. Gilmore*
American Forces Press Service

A computerized system will eventually provide military physicians with fast, around-the-clock access to patient records anywhere in the world, a DOD health care official noted.

The Composite Health Care System II, a digitized, networked patient record system, has been green-lighted for deployment to serve the military health care system's 8.7 million beneficiaries, Navy Dr. (Cmdr.) Robert Wah said.

The recently approved system, he remarked, is slated to debut at up to seven military hospitals within the next year.

"We will gather lessons learned and then we plan to go worldwide over the next three-year period," he explained. Global implementation of CHCS II could take up to five years, Wah noted.

Availability of CHCS II will provide a "data gold mine" for military physicians and other health care professionals, he said. "We can use powerful computers to go in and 'mine' information to help us take better care of our patients," he explained.

Additionally, the database can provide "symptom surveillance," he said. That means it could reveal where "a set of symptoms may be coming through our system (and could) alert us earlier to a possible epidemic or even a biological or chemical attack," he continued.

That's something a single person can't discern using low-tech paper records and patient health charts, he said.

Paper charts are a storehouse for information on a single patient, Wah explained, but to provide an overall picture of the health of hundreds, thousands or in the DOD case, millions of patients, we need more than rooms full of patients paper charts.

"We can have the computer constantly watching that 'data gold mine,' to see when things may be cropping up," he noted.

Wah said other CHCS II benefits include enhanced patient safety — physicians' reports and notes are 100

percent legible and there are no transcription errors.

Using computers in the medical field has proven to be a more accurate, efficient way of doing business, Wah remarked. In the military, for example, the old, sometimes difficult to read, pharmacy prescription slip is a thing of the past, he asserted.

"Military physicians order all medications on computers today," he said. "We've been able to do that for 10 years now." He pointed out that most doctors in the civilian world still fill out paper prescription slips.

Computerized databases also provide more accurate record keeping for service members being immunized with the smallpox vaccine, Wah said, noting that such methods can quickly identify who was immunized by a particular vaccine batch or lot.

"If there ever is a problem, we can determine who got a shot from a particular vial, much more quickly than a paper (record keeping) system," he pointed out.

With a paper system, flipping through the pages of medical records to find out just one patient's vaccine information would be very time-consuming, Wah explained.

"Now, because it's all on a computer storehouse, we can have the computer do all of that searching for us," he concluded.

CHCS II is more than just a 'database' it is a complete suite or system.



New TRICARE Mail Order Pharmacy to Open March 1, 2003

By *Rudi Williams*
American Forces Press Service

More than 400,000 military pharmacy mail order customers will be switched March 1, 2003, to a new TRICARE Mail Order Pharmacy program, according to Army Col. William D. Davies of the TRICARE Management Activity, Falls Church, Va.

Services will continue under the National Mail Order Pharmacy contract until Feb. 28, 2003, he noted. The next

day, March 1, Express Scripts Inc. will provide services under the new TRICARE Mail Order Pharmacy program, Davies said.

Express Scripts Inc. of Maryland Heights, Mo., won the \$275 million, five-year contract in September to provide mail order pharmacy services for TRICARE beneficiaries.

The director of DOD pharmacy programs, Davies said beneficiaries who have refills remaining on prescriptions on March 1 will be transferred to Express Scripts so they can continue ordering medications on time, with a few exceptions.

"We can't transfer narcotics or other controlled substance prescriptions. Nor can we transfer compounded prescriptions — those that are physically prepared by the pharmacy," said Davies, a registered pharmacist with more than 23 years of active duty service.

Medication that requires refrigeration is shipped through priority mail or a courier service, such as FedEx, the pharmacist said. "That's one reason we don't send medications that require refrigeration to APO and FPO addresses overseas," he noted.

TRICARE beneficiaries living and working overseas can use the mail order pharmacy if they have an APO, FPO or a U.S. embassy address. But the prescription must be written by a provider licensed to practice in the United States.

In January, current users received a post card announcing the new services. That was followed by a mailing which included a registration form, a description of benefits, and a brochure covering the TRICARE program.

Those eligible to use the current mail order program or the retail benefit are eligible to use the new TRICARE mail order program. New customers have to register for the program. Information will be provided through the TRICARE service centers, military treatment facilities pharmacy as well as their marketing points of contact.

The usual delivery time for medication is five to seven days. The easiest way for patients to ensure they don't run out of their medication is to have the provider write for up to a 90-day supply with up to three refills. The beneficiary can request

a refill once 75 percent of the medication has been used.

"So about Day 70 into their medication, they can request a refill," Davies said. "That provides them a cushion."

He said all medication is screened for potential drug interactions or therapeutic overlaps that could produce an adverse drug reaction. He said patients' complete beneficiary profiles are entered into the Pharmacy Data Transition Service, which enhances patient safety by keeping their medication records current, on file and readily available.

The new contract saves taxpayers' dollars because it calls for purchasing drug products at federal prices. Best federal prices are at least 24 percent below average commercial wholesale prices Davies estimated.

The TRICARE Management Activity will manage the new contract. The current, national contract has been managed by the Defense Logistics Agency's Defense Supply Center in Philadelphia.

Patients can fill prescriptions three ways: by direct care at military treatment facilities, or the retail pharmacy network or the mail order program, Davies noted. The direct care system serves the bulk of the beneficiary population, he said. About 2.5 million beneficiaries use the retail pharmacy network because they don't have access to a military facility.

Most of the 400,000 beneficiaries who use the mail order program do so for chronic medication or maintenance medication needs, Davies said.

"We want beneficiaries who have long-term medication needs to consider using the mail order program. It provides up to a 90-day supply of most medications for a single co-pay, whereas they only receive a 30-day supply for a single co-pay in the retail network pharmacy system," he said.

Under the TRICARE Mail Order Pharmacy system, the co-pay for up to a 90-day supply for most medications is \$9 for branded products or \$3 for generics. Exceptions include controlled substances, and active duty members pay no co-pays.

For more information, including a complete section on the co-pay structure, visit the TRICARE Web site at

www.tricare.osd.mil. Reservists can check the site for details of their benefits under the program.

Beneficiaries can also use the Express Scripts Inc. Web site by clicking on the DOD seal at www.express-scripts.com.

Soldiers Named USA Shooters of Year

By Paula J. Raudall Pagán
U.S. Army Marksmanship Unit Public Affairs Office

Three infantry soldiers with the U.S. Army Marksmanship Unit have been selected by USA Shooting as shooters of the year in their respective disciplines. USA Shooting of 1 Olympic Plaza, Colorado Springs, Colo., is the national governing body for Olympic shooting sports in the United States.

SFC James T. Graves won the Shotgun Shooter of the Year title, SFC Daryl L. Szarenski was selected as International Pistol shooter for 2002, and SSG Jason A. Parker was named International Rifle Shooter of the Year.



SFC James T. Graves

Graves, who won the Bronze Medal in Skeet at the 2000 Olympics in Sydney, Australia, had an outstanding year in 2002. He won the Gold Medal in Skeet at the prestigious World Cup Final in Lonato, Italy, where he won the title of "Champion of Champions." Graves also brought home individual and team Gold Medals in Skeet from the World Cup in Santo Domingo, Dominican Republic, where he won an Olympic Quota Slot for the United States at the 2004 Olympics in Athens, Greece. He also received a Silver Medal in Skeet at the Sydney, Australia, World Cup. The resident of Cusseta, Ga., also received the Gold Medal in Skeet in the World Championship Team Trials and a team Silver Medal in Skeet at the World Championships in Lahti, Finland. Graves also got three Gold Medals in Skeet at the Pan-American Games Team Trials.

Szarenski, a 2000 Olympic Free Pistol shooter, was also a member of the U.S. World Championship Team for Free, Air, Center Fire and Standard Pistol. At the

World Championships, he won an Olympic Quota Slot for the United States in Air Pistol. The Seale, Ala., resident won a Gold Medal in Air Pistol and two Silver Medals in Center Fire Pistol and Standard Pistol during the World Championship Team Trials. Szarenski also won the 2002 Free Pistol National Championship and got the Bronze Medal in Air Pistol and Center Fire Pistol at the National Championships. He took the Gold Medal in Free Pistol and the Silver Medal in Air Pistol at the Pan-American Games Team Trials.

A 2000 Olympic Air Rifle shooter, Parker became a world champion in 2002 when he won the Gold Medal in Air Rifle at the World Championships in Lahti, Finland. At the Atlanta, Ga., World Cup, Parker not only received the Gold Medal, but he also won an Olympic Quota Slot for the United States in Air Rifle. The Columbus, Ga., resident won Gold Medals in Air Rifle and 300-Meter Standard Rifle, and a Bronze Medal in Free Rifle at the World Championship Team Trials and a Gold Medal in Air Rifle at the Pan-American Games Team Trials. Parker won the Air Rifle and 300-Meter Standard Rifle National Championships and brought home three Gold Medals, two Silver Medals and broke a world record in Air Rifle in matches across Europe.

For more information on the U.S. Army Marksmanship Unit, contact the Public Affairs Office at (706) 545-5436, paula.pagan@usarec.army.mil or <http://www.usarec.army.mil/hq/amu/>.



SFC Daryl L. Szarenski



SSG Jason A. Parker

All-Volunteer Force: Proven Quantity in the Persian Gulf War and Beyond

By Kathleen T. Rhem, American Forces Press Service

The all-volunteer force took nearly a generation to come to fruition, but has since proved its worth in combat.

Thirty years after then-Defense Secretary Melvin R. Laird established the all-volunteer force, some politicians are again calling for resumption of a military draft. Defense leaders are crying foul; they don't want it, and they don't need it.

A senior defense official briefed media in the Pentagon on the advantages and history of the all-volunteer military force.

"There was no military in the world at that time of comparable size that operated on a volunteer basis," the official said. He noted that Great Britain had a volunteer military, but it was nowhere near as large in either absolute numbers or in percentage of population as what the United States was attempting.

The force took 10 to 15 years to come to fruition, and it wasn't proven in combat until the Persian Gulf War of the early 1990s.

"I would argue that the fine performance of our forces in the Persian Gulf War in 1991, the fine performance you've seen in a variety of crises in the last 10 years, including operations in Afghanistan this last year and continued operations in the greater Southwest Asia region, indeed reflect the excellence of that force," the official said.

This official debunked the notion that the all-volunteer force would lead to a higher percentage of African-Americans and other minorities being killed in a war. He said blacks comprise only a slightly higher percentage of enlistees than found in a comparable age group in the general population — 21 percent of military service members versus roughly 14 percent of the general population.

A Defense Department report from the Office of the Undersecretary of Defense for Personnel and Readiness, which was distributed at this briefing, explains that most blacks in the military serve in administration and other support jobs. They make up only 15 percent of the combat arms positions.

In the Persian Gulf War, the first major test of the all-volunteer force, 23 percent of service members were black, while blacks comprised only 17 percent of combat or non-combat deaths, the report stated.

This official also refuted the oft-held notion that military recruits come from the "poor and uneducated" in American

society. He said military recruits come from among the best-educated and most-intelligent segments in society. The vast majority of recruits are high school graduates. By the time they complete their first term of enlistment, many have at least some college.

"We demand a higher level of educational aptitude achievement for most of our recruits than is true of the population at large," the official said. "So we are aiming to get an above-average population in terms of enlisted recruits."

The information paper that was distributed states 90 percent of new military recruits have graduated high school, while only 75 percent of the general population has.

The all-volunteer force is the envy of other countries around the world and of civil society, the official said.

He noted countries in Western Europe and even former Communist Bloc countries in Eastern Europe are following the lead of the United States and asking for this country's help in establishing all-volunteer militaries.

The military's high esteem in civil society is evidenced by the high level of success former service members have when they leave the military.

West Nile Virus Risk Sparks Blood Shortage; Military Seeks to Refill Inventory

By SPC Chuck Wagner, Special to the American Forces Press Service

The Armed Services Blood Program Office has asked the military to withdraw all frozen blood supplies donated during last summer's West Nile virus epidemic to avoid transmitting the potentially fatal disease to recipients.

Meanwhile, blood collection centers and blood plasma manufacturers are scurrying to replace military stockpiles.

There is some urgency about the need to replenish supplies, said COL G. Michael Fitzpatrick, blood program office director.

The armed services have already replaced at-risk blood supplies within the European and Central commands.

The withdrawal went into effect Dec. 13, after a statement by the American Association of Blood Banks. The

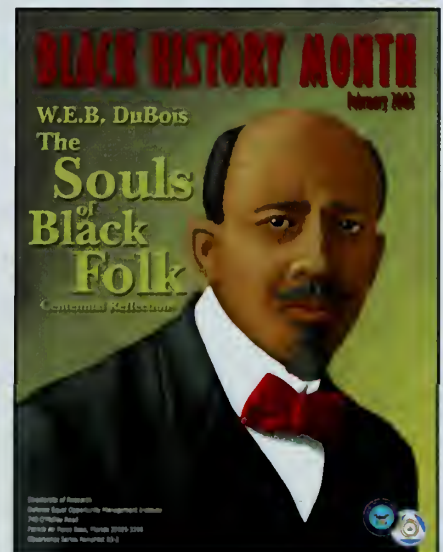
American Red Cross, America's Blood Centers and the Armed Services Blood Program Office coordinated the withdrawal, which includes the Defense Department and civilian blood banks nationwide.

The ultimate goal is to replace all the frozen blood withdrawn from the current inventory. "The withdrawal is focused on frozen products (particularly plasma products) that were collected in states experiencing mosquito-borne transmission of West Nile virus to humans in 2002," according to a blood program office press release.

(SPC Chuck Wagner is a staff writer on the Pentagon, the newspaper of the Military District of Washington.)

HOOAH 4 Health Web Site

Welcome to the U.S. Army health promotion and wellness Web site at www.hooah4health.com. Unlike other health-related Web sites, this one is specifically designed to address the force health protection and readiness requirements of the Army, particularly its Reserve Component. Citizen soldiers juggle many different balls everyday ... but, they cannot afford to drop the one ball that allows them to live a healthier, less stressful life. In 1998 the U.S. Army Center for Health Promotion and Preventive Medicine was tasked by the U.S. Army Office of the Surgeon General to devise a health promotion partnership that allows individuals to assume the responsibility to explore options and take charge of their health and wellness.



Gold Badges

RSM DECEMBER 2002



ALBANY

SFC Clarence Adkins
SFC Geneva Holmes-Dorsey
SSG Barton Owens Jr
SSG Leonard Mooers
SSG Matthew Caron
SSG Michael Mangrum
SSG Richard Letts
SSG Joshua Perkins
SSG Jason Hauck

ATLANTA

SFC Clarence Miller
SFC Tyrone Edwards
SFC Daniel Mott
SFC Richard Meadows
SFC Richard Stewart
SSG Jabaka Sherrod
SSG Carolyn Carter
SSG Monroe Baskins
SSG Renee Ray
SSG James Hunter
SSG Vita Johnson
SSG Richard Christian
SSG Clifton Fields
SSG Dane Clarke
SSG Corey Dancy
SGT Eddie Howard
SGT Perry Woodbury

BALTIMORE

SFC James Krupp

CHICAGO

SSG Dennis Anderson
SSG Saul Alexander Castillo
SSG Phillip Devos
SSG Nathan Koedyker
SSG Ronald Perry
SSG Robert Meek
SSG Quinsuella Holmes
SGT Connie Dykes
SGT Michael Powell

COLUMBIA

SFC Angelina Craigen
SSG William Geter

COLUMBUS

SFC Joseph Watern
SSG James Finrock
SSG Jimmie Lawson

SSG Glenn Medger
SSG Cleon Williams
SSG Scott Page
SSG David Essinger
SSG Matthew Pate
SSG Rick Beer
SSG Henry Brown Jr
SSG Charlos Turpin
SSG Michael Berry
SGT William Robinson
SGT Christopher Taylor
SGT Christopher Shields
SGT Charles Burson
SGT Brian Wine
SGT Chistopher Pinkerton
SGT Jason Grigsby
SGT Bradley Hughes
CPL Keith Harp

DENVER

SFC Timothy Powell
SSG Matthew Depuy
SSG Carl Christman
SSG Mark Juliano
SSG Michael Ream
SSG Christopher Holden
SSG Eric Ryals
SSG Scott Lober
SSG Sheldon Jones
SGT Scott Zurbuchen
SGT Theresa Moser
SGT Mark Smith

HOUSTON

SFC Timothy Dubois
SSG Jimmy Morris
SSG Raymond Gonzales
JACKSONVILLE
SGT Pell Davis

MIAMI

SFC Everett Best
SFC Johnathan Stephens
SFC Bernadette Wright
SSG Jose Diaz
SSG Heriberto Marrero

SSG Lilliam Acevedo
SSG Hilda Garcia
SSG Jerome Withers
SSG Calixto Montes
SSG Johnathan Nazario
SSG Jose Negron-Rodriguez
SGT Maria Estremera
SGT Mark Steinfeld
SGT Adam Martinez
SGT Edward Olivencia
SGT Felton Johnson
CPL Nikol Anderson

MID-ATLANTIC

SSG Frank Mezo
SSG Raymond Roth
SSG Tony Foust
SSG Hector Sarraga-Nieves
SSG Dustin Woeck
SGT Daniel Oboyle
SGT Rosalyn Battle

MINNEAPOLIS

SSG Christopher Vanover
SSG Michael Strate

NEW ORLEANS

SSG James Fountain

PHOENIX

SSG James Ghent Jr
SSG Sharla Minter
SSG Tony Penaz
SGT Hugo Munoz-rivera
SGT Troy Sakamoto

PITTSBURGH

SSG Dale Treadway

RALEIGH

SSG Jeffery Robinson
SSG Eric Buckland
SSG James Bellamy
SSG Shawn Mills
SSG Thornton Raymond

SALT LAKE CITY

SSG Carl Palmer
SSG Leon Ladrillono
SSG Kimm Downing
SSG Brad Olden
SSG Troy Rodriguez
SGT Zulma Gray
SGT Robert Nolte
SGT Benjamin Finch
SGT Justin Call

TAMPA

SGT Darius Ramos
SGT Sigfredo Reyes-Vargas

Recruiter Rings

RSM DECEMBER 2002



ALBANY

SFC Richard Lomax Jr.

DES MOINES

SFC Anthony Watson

JACKSONVILLE

SFC Mary Slaughter

SSG Isaac Romero

SSG Stevie Lopez

MONTGOMERY

SSG Trina Ware

SSG Ronald Hughes

MINNEAPOLIS

SFC Tony Burnett

SFC Duane Carter

NEW YORK CITY

SSG Dwight Martin

SSG Erike Fields

SGT Alvin Gardner

OKLAHOMA CITY

SSG Richard Riester

SSG Clint Eaglin

PHOENIX

SSG Ruben Rivera

TAMPA

SFC Daniel Darling

SFC Hector Rivera-Valles

SFC Jaime Irizarry

SFC Richard Epps

SSG Joe Lee

SGT Omar Garcia

Morrell Awards

RSM DECEMBER 2002



BECKLEY

SFC Charles Blevins Jr.

INDIANAPOLIS

SFC David Murrell

SSG Harry Meyer

SACRAMENTO

SFC Robert Russell

SALT LAKE CITY

SFC Alysa Burkman

The Test

1. **The first step in evaluating a casualty is:**
 - a. Check for breathing
 - b. Check for bleeding
 - c. Check for responsiveness
 - d. Check for shock
2. **While performing mouth-to-mouth resuscitation, what is the proper rate at which you should give the casualty breaths?**
 - a. 28-30 breaths per minute
 - b. 20-22 breaths per minute
 - c. 15-17 breaths per minute
 - d. 10-12 breaths per minute
3. **How many lines are there in a MEDEVAC request?**
 - a. 9 lines
 - b. 10 lines
 - c. 12 lines
 - d. 20 lines
4. **Which lines of a MEDEVAC request must be transmitted during the initial contact with the evacuation unit?**
 - a. Lines 1 and 2
 - b. Lines 1 through 5
 - c. Lines 1 through 3
 - d. Only line 1
5. **When preparing an operation overlay, what color is used to depict man-made obstacles?**
 - a. Green
 - b. Black
 - c. Red
 - d. Yellow
6. **What is the primary goal of the Concurrent Admissions Program?**
 - a. Increase enlistments of college capable men and women who are postponing college.
 - b. Help recruiters build partnerships with local colleges.
 - c. Increase the number of veterans enrolled in the college and using their Montgomery GI Bill education benefits.
 - d. All of the above.
7. **What two amendments cover the release of student recruiting information?**
 - a. Roosevelt and Adams Amendments
 - b. Solomon and Hutchinson Amendments
 - c. White and Roosevelt Amendments
 - d. Hutchinson and Smith Amendments
8. **What are the three points of interest covered by the Take Charge Program?**
 - a. Stay in School, Stay Off Drugs, and Plan For Life
 - b. Leadership, Mentorship, and Self-Development
 - c. ASVAB Testing, Montgomery GI Bill/Army College Fund, and the Concurrent Admissions Program
 - d. Montgomery GI Bill, Army College Fund, and Loan Repayment Program
9. **Whose responsibility is it to approve all changes in ARISS status codes?**
 - a. Company commander
 - b. Company first sergeant
 - c. Station commander
 - d. Recruiter
10. **For the purpose of ARISS status codes, a processing phase is defined as:**
 - a. When an applicant takes the ASVAB test.
 - b. When an applicant signs a 714-A for a SASVAB test score conversion.
 - c. When an applicant requests another service's ASVAB conversion.
 - d. All of the above.
11. **While maintaining your General LRLs, what code do you use to show that a lead has been transferred to your Recruiter Work Station (RWS)?**
 - a. Trans
 - b. RWS
 - c. Comp
 - d. ARISS
12. **In accordance with USAREC Reg 350-6, what is the first month a recruiter has a milestone of 100 percent senior contacts?**
 - a. 30 September
 - b. 31 December
 - c. 30 April
 - d. 30 June
13. **The Rule of Four applies to:**
 - a. DEP/DTP member followup.
 - b. Number of grad appointments conducted per week.
 - c. Number of appointments made to the number of appointments conducted formula.
 - d. Number of DEP/DTP referrals per month for each DEP/DTP member.
14. **The minimum number of participants for a regular Educator/COI Tour is:**
 - a. 6 people
 - b. 11 people
 - c. 12 people
 - d. 20 people
15. **In a month that has 18-20 processing days, what is the minimum number of days that a recruiter must be available in order to receive a full month's mission?**
 - a. 7 days
 - b. 10 days
 - c. 13 days
 - d. 15 days

The answers to this month's test can be found on the inside back cover.

Mission Box

The Achievements of One that Contribute to the Success of the Team



RSM December 2002

Top Regular Army Recruiter

SFC Shane Ross
Baltimore

SSG Mark Warnock
Jacksonville

SGT Vernon Kellnhofer
Milwaukee

SSG Alfonso Mather
Oklahoma City

SSG Russell Jones
Portland
SGT Kalani Kaneko
Portland

Top Army Reserve Recruiter

SSG Richard Trevisone
New England

SSG John McKnight
Columbia

SFC Don Phillips
Columbus

SSG Joseph Flores
Oklahoma City

SGT Michael Bengel
Seattle

SSG Henry King
Montgomery
SFC John Crowder
Nashville
SSG Carlos Quinones
Tampa

Top Limited-Production Station

Manassas
Baltimore
SFC Devilyn Boyles

Southaven
Jackson
SSG Ralph Brown

Columbus West
Columbus
SFC Eric Chlam

Olathe
Kansas City
SFC Maurice Green

West Covina
Los Angeles
SSG Jason Carey

Top On-Production Station

Wheeling
Pittsburgh
SFC Aaron Friday

Selma/Montgomery
SSG Wallace Bias
Mount Airy/Raleigh
SSG Charles Hyatt
Stuart/Tampa
SSG Efrain Vega

Shelbyville
Indianapolis
SFC Shane Jefferies

Woodlands
Houston
SSG Latosha Bowens

Metro City
Phoenix
SFC Edward Boatwright

Top Company

Fairmont
Pittsburgh

Montgomery
Montgomery

Columbus
Columbus

South
Houston

Sierra Nevada
Sacramento

Top Battalion

None

Miami

Chicago

Dallas

None

Top Army Medical Department Detachment

Central Region

Georgia/Alabama

Minnesota

New Orleans

Northwest

Answers to the Test

1. c. STP 21-1-SMCT, Task #081-831-1000
2. d. STP 21-1-SMCT, Task #081-831-1042
3. a. STP 21-24-SMCT, Task #081-831-0101
4. b. STP 21-24-SMCT, Task #081-831-0101
5. a. STP 21-24-SMCT, Task #071-332-5000
6. d. USAREC Reg. 621-2
7. b. USAREC Pam 350-13, Chap 12
8. a. USAREC Pam 350-13, Chap 9

9. c. USAREC Reg 350-6, para 3-1
10. d. USAREC Reg 350-6, para 3-1
11. d. USAREC Reg 350-6, para 3-12
12. c. USAREC Reg 350-6, Table 3-5
13. a. USAREC Reg 601-95, para 1-4
14. b. USAREC Reg 601-81, Chap 5e
15. c. USAREC Reg 601-73, Table 1

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**BEING A SOLDIER MEANS
SOMEBODY'S ALWAYS GOT YOUR BACK.**



FLARE



U.S. ARMY

SM

AN ARMY OF ONE